

<p style="text-align: center;"><b><u>MEETING</u></b></p> <p style="text-align: center;"><b>POLICY AND RESOURCES COMMITTEE</b></p>
<p style="text-align: center;"><b><u>DATE AND TIME</u></b></p> <p style="text-align: center;"><b>WEDNESDAY 20TH FEBRUARY, 2019</b></p> <p style="text-align: center;"><b>AT 7.00 PM</b></p>
<p style="text-align: center;"><b><u>VENUE</u></b></p> <p style="text-align: center;"><b>HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ</b></p>

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

Chairman: Councillor Richard Cornelius  
Vice Chairman: Councillor Daniel Thomas

**Councillors**

Councillor Dean Cohen	Councillor Anthony Finn	Councillor Ross Houston
Councillor David Longstaff	Councillor Kath McGuirk	Councillor Arjun Mittra
Councillor Alison Moore	Councillor Sachin Rajput	Councillor Barry Rawlings
Councillor Peter Zinkin		

**Substitute Members**

Councillor Gabriel Rozenberg	Councillor Geof Cooke	Councillor Mark Shooter
Councillor Melvin Cohen	Councillor Alan Schneiderman	

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 Friday 15 February 2019 at 10AM. Requests must be submitted to Maria Lugangira 020 8359 2761 [maria.lugangira@barnet.gov.uk](mailto:maria.lugangira@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: Maria Lugangira 020 8359 2761  
[maria.lugangira@barnet.gov.uk](mailto:maria.lugangira@barnet.gov.uk)

Media Relations Contact: Gareth Greene 020 8359 7039

**ASSURANCE GROUP**

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## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 14
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Brexit Preparedness	15 - 32
8.	Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	33 - 496
9.	Q3 2018/19 Strategic Performance Report	497 - 556
10.	Transfer properties acquired by the Council to TBG Open Door Homes Limited	557 - 564
11.	Colindale Underground Station Supplementary Planning Document (SPD)	565 - 742
12.	The Barnet Group (TBG) Five-Year Strategic Plan	To Follow
13.	Brent Cross Cricklewood Funding and Delivery Strategy Report	743 - 758
14.	Committee Forward Work Programme	759 - 760
15.	Any item(s) the Chairman decides are urgent	
16.	Motion to Exclude the Press and Public	
17.	Transfer properties acquired by the Council to TBG Open Door Homes Limited [EXEMPT]	761 - 770
18.	Any other exempt item(s) the Chairman decides are urgent	

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## Decisions of the Policy and Resources Committee

11 December 2018

Members Present:-

### AGENDA ITEM 1

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

Councillor Dean Cohen  
Councillor Anthony Finn  
Councillor Ross Houston  
Councillor David Longstaff  
Councillor Arjun Mittra

Councillor Alison Moore  
Councillor Sachin Rajput  
Councillor Barry Rawlings  
Councillor Peter Zinkin  
Councillor Alan Schneiderman (In place of  
Councillor Kath McGuirk)

Apologies for Absence

Councillor Kath McGuirk

#### 1. MINUTES OF LAST MEETING

**RESOLVED** that the minutes of the meeting held on 23 October 2018 be agreed as a correct record.

#### 2. ABSENCE OF MEMBERS

Apologies were received from Councillor Kath McGuirk. Councillor Alan Schneiderman was substituting.

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

Member	Item	Interest Declared
Councillor Dean Cohen	10 - Proposed Submission North London Waste Plan (Regulation 19)	Non-Pecuniary interest by virtue of the fact that Councillor Dean Cohen is a Council appointed representative on the North London Waste Authority.
Councillor Peter Zinkin	10 - Proposed Submission North London Waste Plan (Regulation 19)	Non-Pecuniary interest by virtue of the fact that Councillor Peter Zinkin is a Council appointed representative on the North London Waste Authority.

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

None.

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

Details of the questions asked and the answers provided were published and circulated at the meeting. Verbal responses were given to supplementary questions at the meeting.

With regards to Mr Tichborne supplementary question this was asked on his behalf by Mr John Dix.

Public comments were made by the following:

- Ms Barbara Jacobson – Item 7, Review of Capita Contracts
- Ms Jasmin Parson – Item 7, Review of Capita Contracts
- Mr John Dix – Item 7, Review of Capita Contracts
- Ms Theresa Musgrove – Item 7, Review of Capita Contracts
- Mr Stephen Brice – Item 10, Review of Capita Contracts
- Mr Derek Dishman – Item 13, Saracens Loan Agreement
- Mr Derek Dishman – Item 14, Saracens Loan Agreement

## 6. MEMBERS' ITEMS (IF ANY)

None.

## 7. REVIEW OF CAPITA CONTRACTS

The Committee considered the report which provided an update on the work undertaken on developing the business case for realignment of the Capita contracts as agreed by the Committee on 19 July 2018. The report further set out the findings of the analysis of the three options identified in the July report, and concluded that further detailed analysis would be needed to form the basis of a sound recommendation to the Committee in relation to the totality of the Customer Support Group (CSG) and Development and Regulatory Services (DRS) contracts.

Councillor Barry Rawlings, duly seconded by Councillor Ross Houston proposed the following:

Delete recommendations 3, 4, ,5 6, 7 and add the following;

**Recommendation 11.1** – Instruct officers to bring the Full Business Cases for Option 3 – ending the relationship with Capita CSG and Capita Re – to the next meeting of the Committee as previously decided;

**Recommendation 11.2** – Instruct officers to procure external advice/capacity if needed to ensure the Option 3 Full Business Cases are done in time for the next meeting of the Committee.

Upon being put to the vote the additional recommendation proposed by Councillor Barry Rawlings was declared lost. The vote was recorded as follows:

For	5
Against	7
Abstain	0

Upon being put the vote the recommendations as set out in the report were agreed. The vote was recorded as follows:

For	7
Against	5
Abstain	0

**RESOVELD – That the Committee:**

1. **Notes the work undertaken in developing a business case for the realignment of the council's contracts with Capita, and the findings of the analysis to date, as set out in paragraphs 2.2 to 2.38.**
2. **Agrees that further analysis is required to allow the Committee to make informed, robust decisions on the future delivery of the Customer Support Group and Development and Regulatory Services contracts, and the impact on the future of the RE Joint Venture.**
3. **Notes the findings of the in-depth analysis of the Finance and Strategic Human Resources (HR) services, as set out in paragraphs 2.41 to 2.51.**
4. **Authorises the Chief Executive to take all reasonable action to prepare to in-source Finance and Strategic HR services by 1 April 2019. Further authorises the Chief Executive, in consultation with the Chairman of the Committee, to consider the responses to the consultation (due in February 2019) and proceed with implementation of the proposal, if appropriate.**
5. **Agrees a revised approach to completing the review, which considers groups of services on a phased basis, as set out in paragraphs 2.52 to 2.57.**
6. **Agrees that consultation on the future approach to all services should take place, as set out in section 5.8.**
7. **Agrees the draft service groupings and prioritisation set out in paragraphs 2.58 to 2.63 as the basis for consultation. Following this consultation authorises the Chief Executive, in consultation with the Chairman of the Committee, to agree a programme for reviewing services; the programme to be updated from time to time by the Chief Executive in consultation with the Chairman of the Committee with a view to completing the review as rapidly as possible.**
8. **Approves the budget allocation for the next stages of the review and the implementation of the proposed in-sourcing of Finance and Strategic HR as set out in paragraph 5.2.2**
9. **Agrees that the council will continue to work with Capita to seek to reach a collaborative negotiated solution to the future of the contracts.**

**10. Agrees that while the review is underway, the critical task of service improvement should continue to be driven through partnership working and contractual levers.**

**8. CORPORATE PLAN 2019-24, BUSINESS PLANNING - MEDIUM TERM FINANCIAL STRATEGY 2019/24 AND DRAFT BUDGET FOR 2019/20**

The Committee considered the report which set out the council's refreshed Corporate Plan, savings plans, MTFS, the priorities for each theme committee and Capital Programme. As part of the budget setting process for 2019/20 onwards the report also provided the key budget headlines on both local and national level.

Upon being put to the vote recommendations as set out in report were agreed. The vote was recorded as follows

For	7
Against	5
Abstain	0

**RESOLVED – That the Committee;**

- 1. Approve the draft Corporate Plan (Appendix A) and the outcomes, priority and approach that it sets out for referral to Council;**
- 2. Approves the additional priorities and approach to delivery for this Theme Committee, as set out in Appendix B;**
- 3. Notes the updated Medium Term Financial Strategy (MTFS) to 2024 as set out at Appendix C and the assumptions underpinning this in paragraph 1.5.9;**
- 4. Agrees to consult on the use of the Council's flexibility to raise the level of General Council Tax by 2.99% in 2019/20;**
- 5. Agrees that the savings proposals as set out in Appendix D, subject to consultation and equalities impact assessment, come back to Policy and Resources Committee in February 2019 and Full Council in March 2019 for final approval of the 2019/20 budget including Council Tax;**
- 6. Approve the Fees and Charges as set out in Appendix H and outlined in paragraphs 1.4.9 to 1.4.12**
- 7. Agrees the changes to the existing Capital Programme as set out in section 1.5.52 to 1.5.79 and Appendix E;**
- 8. Notes the update on the London wide Business Rates Pool as set out in paragraphs 1.3.18 to 1.3.21;**
- 9. Agrees the process for consultation as set out in section 5.8;**
- 10. Agrees the bad debt write offs as set out in section 1.6.13;**

11. Notes the recommendation in relation to the motion submitted by the Adults and Safeguarding Committee outlined in paragraph 1.6.11;
12. Agrees the proposed reserves strategy outlined in paragraphs 1.4.38 to 1.4.42 of the report;
13. Notes the draft capital strategy in Appendix G; and
14. Note the Theme Committee priorities as set out in Appendix I.

## **9. BRENT CROSS CRICKLEWOOD FUNDING AND DELIVERY STRATEGY REPORT**

The Committee considered the report which provided an update on the regeneration of Brent Cross Cricklewood (BXC). It sought approvals on (i) the allocation of most the £97m government grant funding within the capital programme and (ii) to enter into the Implementation Agreement with Network Rail to deliver the Sidings and Rail Systems works and to commission the first phase of works under that agreement.

Upon being put to the vote recommendations as set out in the report were agreed. The vote was recorded as follows

For	7
Against	0
Abstain	5

### **RESOLVED – that the Committee:**

1. Notes that on 27 November the Assets, Regeneration and Growth Committee received an update on progress with the Brent Cross Cricklewood (BXC) project and agrees the next steps in delivering the project, subject to confirmation of funding by this Committee.
2. Notes that given the strategic importance of BXC and the scale of the investment proposed in delivery of the new Thameslink station at Brent Cross West (BXT), confirmation will be sought from Council on 18 December 2018 of the council's continuing commitment to the delivery of BXT and other elements of the critical infrastructure needed to support BXC.
3. Subject to that confirmation by Council, authorises the Deputy Chief Executive to enter into the Implementation Agreement with Network Rail and to commission the Schedule 1A (site set up) works set out in that agreement.
4. Notes that Council will be further asked to delegate to this Committee the decision to commission the Schedule 1B (rail systems and sidings) works provided: (a) a Revised Funding Agreement (RFA) has been agreed with HM Government (HMG); and (b) that the RFA does not expose the council to unacceptable risk.

5. Notes progress on agreeing the RFA with HMG as set out in paragraphs 1.14-1.21.
6. Notes the update on the financial tests set by the Committee in July 2014 and approves the proposed revisions to these tests for the council to assure itself that the prudential code can be satisfied, before making any capital commitment that borrowing can be undertaken to deliver the Thameslink Station (paragraphs 1.22-1.39).
7. Approves the revised capital budgets for FY2018/19 as detailed in paragraphs 1.13 and 5.2.4 of this report.
8. Notes that the final RFA and any consequential capital budget approvals required are expected to be reported to the Committee on 20 February 2019.
9. Approves that the council commence an OJEU procurement for the station platforms and station access / pedestrian bridge elements of the programme as set out in paragraphs 1.43-1.52 of this report and that the evaluation process and contract award decision will be reported to the Assets, Regeneration and Growth Committee for approval prior to entering into the contract.

#### **10. PROPOSED SUBMISSION NORTH LONDON WASTE PLAN (REGULATION 19)**

The Committee considered the report which set out the two-main purposes of the NLWP (i) ensuring adequate provision of suitable land to accommodate appropriate waste management facilities up to 2035 and (ii) to provide policies against which planning applications for waste development will be assessed.

The Proposed Submission NLWP (Regulation 19) prepared by seven North London Borough required the approval of all seven boroughs prior to public consultation (scheduled for early 2019) and submission for examination in public by an Inspector appointed by the Planning Inspectorate.

The Chairman gave an undertaking to the write to the NLWP expressing the Committee concerns regarding the location of Pinkham way site and Donoghue site **[ACTION]**

Upon being put to the vote recommendations as set out in the report were agreed. The vote was recorded as follows

For	7
Against	5
Abstain	0

**RESOLVED – that the Committee:**

1. Consider the responses to consultation at Regulation 18 (Town and Country Planning (Local Planning) (England) Regulations 2012) Stage (as set out in Annex 2);

2. **Approve the Regulation 19 (Town and Country Planning (Local Planning) (England) Regulations 2012) Proposed Submission North London Waste Plan (NLWP), as set out in Annex 1, for public consultation and subsequent submission to the Secretary of State for public examination;**
3. **Recommend that Full Council approve the Regulation 19 Proposed Submission North London Waste Plan (NLWP), as set out in Annex 1; and**
4. **Delegate authority to the Deputy Chief Executive, in consultation with the Service Director Planning and Building Control, to make any further minor changes to the NLWP prior to consultation and submission, and during or after examination.**

#### **11. Q2 2018/19 STRATEGIC PERFORMANCE REPORT**

The Committee considered the report which provided a strategic overview of performance for Quarter 2 (Q2) 2018/19 focusing on financial (budget forecasts and savings) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.

Upon being put to the vote the recommendations as set out in the report were agreed.

**RESOLVED – that the Committee;**

1. **The Committee is asked to note the Period 6 (Q2 2018/19) revenue and capital forecasts.**
2. **The Committee is asked to note the savings delivered in Period 6 (Q2 2018/19).**
3. **The Committee is asked to scrutinise the performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum, including the strategic and high level service/joint risks that form the corporate risk register at Appendix A.**

#### **12. ANNUAL EQUALITIES REPORT 2017/18**

The Committee considered the report which set out the council's Annual Equalities Report for the financial year 2017-18 which demonstrates how the Council complies with the Public Sector Equality Duty. The publication of the Annual Equalities Report (AER) forms part of that process.

Upon being put to the vote the recommendations as set out in the report were agreed.

**RESOLVED - That the Committee approve the Annual Equalities Report 2017/18 for publication on the council website.**

#### **13. ANNUAL PROCUREMENT FORWARD PLAN [APFP] 2019-2020**

The Committee considered the report which set out the detail of procurement activity for 2019/2020 and where known for 2020/21.

Upon being put to the vote the recommendations as set out in the report were agreed. The vote was recorded as follows;

For	7
Against	0
Abstain	5

**RESOLVED - That approval be given to officers to proceed with procurement activity as presented in the Annual Procurement Forward Plan [APFP] 2019/2020 and where known for 2020/21**

#### **14. THE HOME GROUP - DEED OF SETTLEMENT**

The Committee considered the report which sought authority to agree a Deed of Settlement with The Home Group regarding Dollis Valley in relation an Underwriting Agreement signed between the Council and The Home Group on 25 August 2005. The report summarised the Agreement that the Council has reached with the Home Group and seeks permission to make the payment requested.

Upon being put to the vote recommendations as set out in the report were agreed.

**RESOLVED - That the Committee:**

- 1. Authorises the Deputy Chief Executive to sign the Deed of Settlement agreed between the Council and The Home Group and to make a payment in accordance with the Deed of Settlement to The Home Group as last and full and final settlement in relation to the Underwriting Agreement signed on 25 August 2005.**
- 2. Delegates authority to the Deputy Chief Executive to approve subsequent amendments to the Deed of Settlement.**

#### **15. COUNCIL TAX SUPPORT 2019/20 – REVISION TO COUNCIL TAX REDUCTION SCHEME**

The Committee considered the report which set out details of the proposed new Council Tax Support (CTS) scheme to be introduced in April 2019 and included analysis from the public consultation carried out between 18<sup>th</sup> October 2018 and 29<sup>th</sup> November 2018. The report further detailed the proposed Discretionary Council Tax Hardship and Discretionary Housing Payment (DCTH/DHP) Policy to be introduced alongside the CTS scheme in April 2019.

Councillor Rawlings requested that a separate vote is taken on the recommendations.

Upon being put to the vote recommendation 1 as set out in the report was agreed. The vote was recorded as follows

For	7
Against	5
Abstain	0



Upon being put to the vote recommendation 2 as set out in the report was unanimously agreed.

**RESOLVED – that the Committee;**

- 1. Agree that the proposed Barnet Council Tax Support Scheme as set out in Appendix A should be referred to Full Council for approval.**
- 2. Approve the proposed Discretionary Council Tax Hardship and Discretionary Housing Payment Policy as set out in Appendix F.**

**16. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted the Forward Work Programme.

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

None.

**18. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

**RESOLVED** that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 2 and 7 of Part 1 of Schedule 12A of the Act (as amended).

**19. REVIEW OF CAPITAL CONTRACTS: APPENDIX C - FINANCIAL ANALYSIS [EXEMPT]**

RESOLVED - that the information contained in the exempt report be noted.

**20. THE HOME GROUP – DEED OF SETTLEMENT [EXEMPT]**

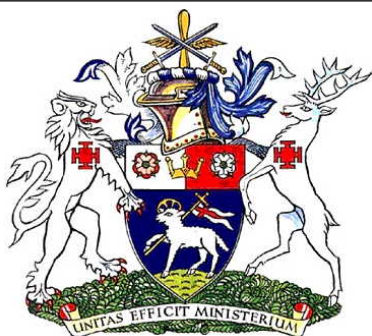
RESOLVED - that the information contained in the exempt report be noted.

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

There were none.

The meeting finished at 9.25 pm

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## Policy and Resources Committee

20 February 2019

<b>Title</b>	<b>Brexit Preparedness</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A – Brexit Impact Log
<b>Officer Contact Details</b>	<p>Cath Shaw, Deputy Chief Executive  <a href="mailto:cath.shaw@barnet.gov.uk">cath.shaw@barnet.gov.uk</a></p> <p>Amy Steel, Strategy Officer  <a href="mailto:amy.steel@barnet.gov.uk">amy.steel@barnet.gov.uk</a></p>

## Summary

A motion was passed at Council on 26 July 2016 that called on Policy and Resources Committee to consider the potential impact of Brexit on Barnet, in order to identify and respond to risks that may arise. Council on 29 January 2019 further resolved to instruct Policy and Resources Committee to receive a report at its next meeting detailing the council's contingency plans in order to ensure service continuity and provide re-assurance and support for Council employees, residents and businesses at this time.

This report sets out the council's approach for identifying and mitigating potential risks and opportunities arising from Brexit, which includes the development and ongoing review of an impact log. This has centred around the exploration of a set of key themes where it is anticipated there may be a potential impact to the council and the services it delivers.

Due to the uncertainty and changing picture on a national level, the implications of Brexit are difficult to assess as the terms of exiting the European Union are yet to be confirmed. Work has been undertaken, using insight and data, to assess as far as possible how likely

issues and opportunities are to occur and how significant the impact would be. Where necessary and possible, mitigating actions have also been identified. As well as looking at potential impacts on services and areas which are the direct responsibility of the council and its delivery partners, we have also engaged with other public, voluntary and private sector organisations in the borough through the partnership board.

As all local authorities, as well as central government, are undertaking similar preparations, we have ensured that this work has linked into guidance from the LGA, London Councils and other local forums.

## **Officers Recommendations**

- 1. That the Committee considers the potential implications of the UK leaving the European Union for Barnet, and notes the action being taken to respond.**

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

- 1.1 This report is required to outline Barnet's approach to Brexit preparedness and the potential implications, opportunities and risks.

### **2. BACKGROUND**

- 2.1 A motion was passed at Council on 26 July 2016 that called on Policy and Resources Committee to consider the potential impact of Brexit on Barnet. A report presented at a subsequent committee agreed monitoring a basket of indicators which reflected the broad trend in the local economy, labour market, and local community cohesion.
- 2.2 Council on 29 January 2019 further resolved to instruct Policy and Resources Committee to receive a report at its next meeting detailing the council's contingency plans in order to ensure service continuity and provide re-assurance and support for Council employees, residents and businesses at this time.
- 2.3 The deadline for existing the European Union is currently 29 March 2019. As the deadline approaches things have moved on significantly. The council is now taking a comprehensive approach to Brexit preparedness by identifying potential opportunities, impacts, risks and mitigations. This is in line with national and regional guidance.
- 2.4 Due to the uncertainty and changing picture on a national level regarding Brexit, it is difficult to assess potential impacts on Barnet with certainty. Therefore, the council is preparing for potential impacts that could occur under either a deal or no deal scenario. This work will evolve as more information is made available.

### **3. NATIONAL CONTEXT**

- 3.1 On 24 June 2016, the UK voted, 52% to 48%, to leave the EU, having been a member since 1973. Voters in Barnet voted 62% to 38% to remain, broadly in line with the rest of London (60% remain). 'Article 50' was triggered by the UK Government in March 2017, giving the country two years to negotiate an exit deal. Since this date the Government has been in negotiations with the EU with a view to achieving a deal to establish a new relationship.
- 3.2 A Withdrawal Agreement and Political Declaration on the future relationship between the UK and the EU was endorsed by EU leaders on 25 November 2018. On 29 January 2019, Parliament voted to seek to amend the Agreement to put in place alternative arrangements in respect of the Northern Irish Border. Ongoing negotiations are now taking place between political leaders to come up with an amended deal that will be agreed by UK parliament and EU leaders. At the point of writing this report it remains policy that we will leave the EU on 29 March, although there is speculation about a range of potential scenarios.
- 3.3 The Government announced in December 2018 that it has decided to increase preparations for a no-deal Brexit, by approving £2bn for government departments, which will be used to help preparations for UK departure, including putting civil contingency measures into effect. It has also been announced that £40m will be allocated to Local Authorities over 18/19 and 19/20 to help them prepare for Brexit, and on the 28 January 2019 announced that £210k would be awarded to all unitary councils. This will be split equally over the two financial years.

### **4. OUR APPROACH**

- 4.1 Through research and guidance from central government, the LGA, London Councils and other Local Authorities; a set of themes have been identified which have been used as a framework for assessing opportunities and mitigating potential risks. This has been captured through the creation of an impact log (appendix A) which focuses on the following themes:
- Workforce
  - Citizens' rights
  - Community cohesion
  - Council funding
  - Supply chain
  - IT/systems
  - Legislation
  - Economy
  - Emergency planning
  - Elections
- 4.2 Due to uncertainty around the nature of the deal or whether one will be achieved, the log includes opportunities and risks that could occur under either a deal or no-deal scenario.
- 4.3 The council will continue to assess the themes identified as more information becomes available nationally, and the terms of any deal become clearer. A weekly working group has been established, chaired by the Deputy Chief Executive. This group will monitor and adjust plans as appropriate.

- 4.4 We have also engaged with our delivery partners who are responsible for delivering services on behalf of the council. These organisations identified many similar issues to the council, and have been incorporated into the impact log.
- 4.5 Keeping abreast of national developments also forms a key part of our approach and we will continue to monitor and follow any guidance provided by central government and national bodies. The council is also represented on the London Resilience Forum, Local Authorities Panel, London Councils and London Prevent Network who take a collective approach to reporting information to the Ministry of Housing, Communities and Local Government (MHCLG).

## **5. BREXIT IMPACT LOG**

- 5.1 As described in the above section, our approach has centred around the exploration of a set of key themes where it is anticipated there may be a potential opportunity or impact to the council and the services it delivers. Work has been undertaken, using insight and data, to ascertain how likely these are to occur and how significant the impact would be if they were to. Mitigating actions have also been identified where necessary and possible. Further detail around each of the themes is set out within this section.

### **5.2 Workforce**

- 5.2.1 Approximately 6.5% of the council's directly employed workforce (106 individuals) are from EU27 countries. The majority of these individuals work within our Streetscene and Family Services departments. We will monitor recruitment and retention in these services, to see if any targeted support is required. We will also put measures in place to support these individuals in applying for EU Settled Status. The pilot settled status scheme was communicated to staff within Family Services and Adults Social Care who were offered the opportunity to be involved in this with the support of the council. Six staff have taken part in this successfully with the only negative feedback being around access to the app without an Android device.
- 5.2.2 Sectors such as health, social care, environmental services and construction are known to employ high numbers of EU27 nationals. If Brexit exacerbates already apparent recruitment and retention issues in these areas, it may lead to business continuity challenges or increased financial pressures, as a lack of supply increases wages in these areas. The government's recent announcement to scrap the £65 EU settlement fee, may alleviate the risk of EU nationals leaving the UK. More vacancies in these sectors may also present an opportunity to support lower skilled residents to secure better paid employment.
- 5.2.3 In Barnet, approximately 27% of workers across our Adults Social Care supply chain have EU nationality; equating to around 2,800 individuals. To enable better understanding and planning for potential staff shortages, the council has asked Adult Social Care suppliers to update business continuity plans over the coming weeks.
- 5.2.4 The council has a significant capital investment, regeneration and house building programme to deliver over the next five years, and beyond. A significant proportion of our

supply chain providers for construction and environmental services rely on European staff to maintain their operations and deliver construction projects. If there are staffing shortages, this has the potential to slow down or increase costs of projects and business as usual services. This is a concern that has been noted by CSG, Re and The Barnet Group. Although there are limits in what we can do in terms of mitigations, we can advise our providers on recruitment and retention initiatives via our Skills teams, including recruitment of apprenticeships. This also has the potential to open up opportunities to upskill local people to access jobs in these areas.

### **5.3 Citizens' rights**

- 5.3.1 As at the last annual publication of the Register of Electors (1 Dec 2018) there were 31,131 EU nationals registered to vote in Barnet. Although the government have confirmed they will protect the rights of EU citizens living in the UK, there is uncertainty around the detail of this without the terms of a deal set out, or in a no deal scenario.
- 5.3.2 To aid our residents, communities and businesses we will be developing a information page for EU residents on our website to share information and advice as we recognise that local residents look to the council as a source of information. This will signpost to central government websites as well as sources of content that are nationally recognised as having valuable information, guidance and advice. In addition to this, we will use our range of communications channels to keep people up to date with any crucial developments, particularly around any impact on a local level.
- 5.3.3 It is expected that EU citizens will all need to apply for EU Settled Status or pre-settled status. The council's Registrars' service would usually support residents applying for citizenship. However, it is not expected that there will be a significant risk around rising demand for our registrar's service as the EU settlement process is expected to be primarily online directly via the Home Office. Therefore, the need to attend the Registrars' office should be minimal. However, some further exploration is happening around how we support our vulnerable residents to apply if they are not able to or do not have the skills to do this themselves online.

### **5.4 Community Cohesion**

- 5.4.1 Community cohesion and the potential rise in community tension is a risk area that has been identified by both ourselves and other public, voluntary and private sector organisations in the borough. This could occur regardless of the scenario in which we exit under, including a delay in exit or a non-implementation of the referendum result. During the two weeks following the referendum in June 2016 there was in total 25 more incidents of Race and Religious Hate Crimes reported than would normally be expected. Geographically, this was distributed evenly across the borough and a similar pattern was reported across the UK. However, it cannot be assumed that this rise was solely due to the referendum result as there may have been other attributing factors.
- 5.4.2 If this rise is mirrored when the UK exits the EU and there is an increase in community tensions, then this could cause extra demand on Community Safety teams and the Police. We are working to prepare for this as much as possible by identifying where different nationalities and faith groups are based across the borough in the view that this will help us to direct resources effectively and efficiently. Initial analysis has shown that the top five nationalities represented on the boroughs register of electors are; Romanian,

Polish, Italian, Portuguese and French. The top five wards that these EU nationals reside in are; Colindale, West Hendon, Hendon, Childs Hill and Burnt Oak. The council will continue to work with the police to share intelligence and information to provide any support required and direct resources where most needed.

- 5.4.3 Work will also continue with partners through the Barnet Safer Community Partnership's delivery of The Barnet Zero Tolerance to Hate Crime Project. This brings together Barnet Council, the Police, Barnet Mencap and other community and voluntary sector partners in order to increase awareness and reach of Barnet's Hate Crime Reporting Centres.
- 5.4.4 The Barnet Zero Tolerance to Hate Crime Project will also continue to implement its program of Hate Crime awareness and reporting training to staff across the partnership. This will include the delivery of a series of Hate Crime Awareness workshops with community and user-groups in Barnet.
- 5.4.5 Communications plans and processes to enable two-way information share between the council and community groups on any feedback or messages around community tension will be reviewed and updated to enable effective partnership working.

## **5.5 Council funding**

- 5.5.1 The economic implications of Brexit for the Council and borough are very difficult to forecast and quantify with the terms of exiting the European Union yet to be confirmed. There is insufficient detail available to be able to take a more informed view at this stage, and due to this uncertainty, whilst refreshing the Medium Term Financial Strategy (MTFS), neither a positive nor negative impact has been assumed within the budget.
- 5.5.2 We will continue to monitor macro indicators such as inflation, interest rates and currency variations to understand and manage any direct impacts on the budget or the performance of Pension Fund assets. On a more local level, we will also continue to closely monitor our business rates and council tax collections. We will also monitor indirect budget impacts, for example on the rate of delivery of new homes which drive Community Infrastructure Levy, New Homes Bonus, and the growth of the Council Tax base.
- 5.5.3 If there are significant negative impacts on the council's income or expenditure, the council will need to take immediate and robust steps to reduce its expenditure in order to maintain its core responsibilities whilst also setting a legal budget.
- 5.5.4 We do not currently rely on funding from EU grants and therefore do not need to develop an exit strategy for those funding streams.

## **5.6 Supply chain**

- 5.6.1 The supply chains for both ourselves and delivery partners has been highlighted as an area that could be significantly impacted. If border controls are imposed, then this may affect the ready availability of vital supplies e.g. foodstuff and medicines. Changes to border controls or trade tariffs could also affect our ability to purchase raw materials, goods and services. Construction has been highlighted as the most likely area to be affected by this.



- 5.6.2 The Government recognises the vital importance of medicines and vaccines, and has developed a UK-wide contingency plan to ensure the flow of these products into the UK in a 'no deal' scenario. The Government is working with pharmaceutical companies, suppliers, and the NHS to make sure patients continue to receive the medication they need if the UK leaves the EU without a deal. The Government has analysed the supply chain, made plans to reduce the risk of disruption, and given instructions to pharmaceutical companies to ensure that they have adequate stocks to cope with any potential delays at the border. Companies were also asked to make arrangements to air freight medicines with a short shelf life, such as medical radioisotopes.
- 5.6.3 If there was a shortage of some types of food, the council would work with central government and other regional and national organisations to respond. The council is currently monitoring national guidance and preparedness plans. Public Health England are also considering food supply chains and where shortages might occur. Advice received from central government and other national bodies is that stock piling should not be done on a local or individual basis.
- 5.6.4 The council has undertaken a preliminary (desktop) investigation exercise to understand, as far as it can reasonably ascertain, if/how much we trade with the EU on any products or services. This exercise has confirmed initially-held views that very few of the council's contracts are directly held with companies in the EU – it is our supply chains that will may be impacted, primarily for the construction industry. Where required, procurement specialists will advise service leads across the council in respects of identified risks with their existing contracts; and support them in their efforts to develop mitigating actions.
- 5.6.5 The Barnet Group have also highlighted there may be potential pressure on construction projects and are mitigating this by ensuring they have a number of construction partners to meet demand.
- 5.6.6 Re have mirrored concerns over construction and have highlighted that this may have a potential impact on development. If there is a reduction in the availability of building supplies, or there is an increased cost, then this may slow down the construction process. A supply chain assessment of partners will be carried out to try and mitigate against this, along with ensuring that they have sufficient Brexit plans in place.

## 5.7 IT / Systems

- 5.7.1 It is not anticipated that there will be any negative impacts in this area as the majority of the councils and its delivery partners' data servers are hosted within the UK. We have two data servers that are hosted within the EU, both of these are for internal purposes/processes rather than the delivery of core services. We are currently working with providers to confirm that access to data will remain when we exit the EU.

## 5.8 Economy

- 5.8.1 Since the referendum, quarter on quarter economic growth has fluctuated between 0.1% and 0.7%, with no discernible overall trend. Historically, though, these are comparatively low rates of growth.



5.8.2 Current growth forecasts for 2019 and 2020 show that Barnet is projected to remain in line with the wider London economy and to outperform other West London Alliance (WLA) boroughs as a group. The Financial and Business Services sector, which is prevalent in Barnet, is also generally expected to outperform other economic sectors.

5.8.3 The short term economic impacts of Brexit are likely to depend on the detail of arrangements for leaving the EU. We will monitor the key indicators of interest rates, inflation, exchange rate and unemployment, and make any necessary proposals to amend budgets and/or the Entrepreneurial Barnet programme, which includes our skills, employment and economic development activity.

5.8.4 In the longer term, it will be important that the council takes advantage of any opportunities arising from Brexit, for example by supporting lower skilled workers through schemes such as the skills escalator.

## 5.9 Emergency planning

5.9.1 If there are situations that arise immediately following Brexit that affect the borough, residents and workforce, then the council will have a role in responding to and managing this. Key areas highlighted have been shortages of some food and medicine, alongside possible civil unrest. Therefore, it is important that the council has appropriate emergency plans in place to respond effectively. The council is currently undertaking a review of our emergency response and business continuity plans which will cover any potential Brexit related response.

5.9.2 The council is also part of the London wide resilience forum which includes other partners such as the police and fire brigade. Keeping abreast of national guidance and

feeding into wider reports to central government will be an important part of how emergency situations are monitored and responded to on a national level.

## **5.10 Elections**

5.10.1 Electoral Services have undertaken preparatory planning to ensure that we are as ready as possible for any short-notice elections that may occur, or in the event that the EU Parliamentary elections still scheduled for May are not cancelled. Initial discussions have already taken place with venues and previous election employees have been contacted to check availability.

## **5.11 Legislation**

5.11.1 On 26 June 2018, the European Union (Withdrawal) Bill 2017-19 (EUWB) received Royal Assent to become the European Union (Withdrawal) Act 2018 (EUWA).

5.11.2 The EUWA will repeal the European Communities Act 1972 (ECA 1972) on exit day. The ECA 1972 currently enables EU law to become part of UK law, and gives effect to the principles of direct effect and the supremacy of EU law.

5.11.3 The EUWA includes provisions that:

- Repeal the ECA 1972 on exit day (section 1).
- Retain existing EU law in domestic law (sections 2 to 4) by:

5.11.4 Section 2: preserving UK law that implements EU requirements ("EU-derived domestic legislation") such as secondary legislation made under section 2(2) of the ECA 1972 to implement EU directives

5.11.5 Section 3: converting into domestic law most (but not all) directly applicable EU law ("direct EU legislation") operative immediately before exit day, including EU regulations, EU decisions, EU delegated and implementing acts (tertiary legislation), but with specified exemptions, and not including the EU treaties

5.11.6 Section 4: converting into domestic law most of the other EU rights and obligations that before exit day were recognised and available in domestic law through section 2(1) of the ECA 1972, and not converted under section 3, such as directly effective rights in EU treaties and rights in EU directives recognised by a court before exit day; and

5.11.7 Section 6: providing that retained EU case law be given the same binding, or precedent, status in UK courts and tribunals as existing decisions of the Supreme Court or the High Court of Justiciar in Scotland

5.11.8 Create a time-limited, delegated power enabling a minister to make secondary legislation to deal with deficiencies in retained EU law, such as its failure to operate effectively (section 8).

5.11.9 In summary, for the purposes of amendment, EU regulations and section 4 rights will be treated as primary legislation, and tertiary EU legislation will be treated as subordinate legislation

5.11.10 Many statutory Instruments have already been drafted to be brought into force either at the end of any transition period or on exit day.

## **6. IMPACT ON PARTNERS**

- 6.1 An important part of our approach to Brexit preparedness was reaching out to our partners to ascertain what preparations, if any, they are undertaking. This included both our delivery partners who we work closely with on a daily basis and are an integral part of the delivery of our services, as well as our strategic partners in the public, private and voluntary sector who we collaborate with to improve outcomes across the borough.
- 6.2 Key cross-cutting themes that partners have identified include concerns around their supply chains, workforce and overall community cohesion. There is also, a general feeling of uncertainty and a want for clearer guidance and support with preparations. The council will continue to liaise with partners to ensure that our preparedness approach is collaborative and that we are supporting one another to deal with any implications that arise or maximise on any opportunities.

## **7. NEXT STEPS**

- 7.1 In the weeks leading up to and following Brexit, for as long as is necessary, the following will be done:
- keeping abreast of national developments and guidance;
  - feeding into pan-London and national reports;
  - weekly project group meetings to review the impact log and assess any further risks as they arise;
  - identified actions and mitigations to be put in place.

## **8. REASONS FOR RECOMMENDATIONS**

- 8.1 The proposed method of monitoring and assessing the impact of Brexit is deemed appropriate to ensure that any potential risks are identified and mitigated against appropriately and timely to help ensure the best outcomes for the borough.

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

- 9.1 The council could decide not to assess the potential impacts of Brexit however this could leave the organisation open to significant risks in terms of our ability to respond in an uncertain climate and delivery of services.

## **10. POST DECISION IMPLEMENTATION**

- 10.1 The approach outlined in section 4 will continue. The mitigations identified will be implemented and the impact log will be a working document that is reviewed and updated at regular intervals.

## **11. IMPLICATIONS OF DECISION**

### **11.1 Corporate Priorities and Performance**

- 11.1.1 This approach will help the council identify potential risks early on and respond appropriately to continue to ensure the best outcomes for Barnet residents.

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

- 11.2.1 There are resource implications associated with this decision around officer time which relates to; attending the weekly working group, reviewing and updating the impact log, delivering on mitigating actions and feeding into requests for information from national bodies. As stated in paragraph 3.3, £40million of funding has been announced to support local authorities in their Brexit preparations and it was revealed on 28th January that £210k would be awarded to all unitary councils. This will be split equally over 18/19 and 19/20. As of yet, there are no further details of this allocation and when funding will be received.

### **11.3 Social Value**

- 11.3.1 This decision does not relate to a service contract therefore there are no social value considerations.

### **11.4 Legal and Constitutional References**

- 11.4.1 Under the council's Constitution Article 7, the Policy and Resources Committee Terms of reference include: To be responsible for those matters not specifically allocated to any other Committee affecting the affairs of the council; to be responsible for the overall strategic direction of the Council.

- 11.4.2 For legal references please see the legislation paragraph 5.11

### **11.5 Risk Management**

- 11.5.1 There are no risks associated with the decision to implement the suggested approach. This acts as a way to identify and manage the potential risks that may arise from Brexit.

### **11.6 Equalities and Diversity**

- 11.6.1 No negative differential impact has been identified with regard to any of the protected characteristics in relation to this decision. The inclusion of community cohesion and citizens' rights risks will enable early identification of any potential negative impacts.

11.6.2 As and when the national picture becomes clearer, the situation will be monitored to assess whether any equalities impacts are anticipated.

## **11.7 Corporate Parenting**

11.7.1 This approach will help the council identify potential risks early on and respond appropriately to continue to ensure the best outcomes for Barnet residents, including Children and Young People that are in the care of the local authority.

11.7.2 The council will put measures in place to support Children's social workers and other Family Services support staff in applying for EU Settled Status. The pilot scheme was communicated to staff who were offered the opportunity to be involved in this with the support of the council.

11.7.3 Local authorities will also be required to support and make EU Settlement applications on behalf of looked after children for whom they have parental responsibility.

## **11.8 Consultation and Engagement**

11.8.1 There has not been any specific consultation or engagement activity in relation to this decision.

## **5.8 Insight**

5.8.1 Business intelligence drawn from across the council and wider sources has been used to populate the impact log and provide commentary within this report.

## **12. BACKGROUND PAPERS**

12.1 Report to Policy and Resources Committee – Monitoring the impact of Brexit on Barnet, 5 October 2016:

<https://barnet.moderngov.co.uk/documents/s34903/Monitoring%20the%20impact%20of%20Brexit%20on%20Barnet.pdf>

12.2 Report to Policy and Resources Committee – Monitoring the impact of Brexit on Barnet, 27 June 2017:

<https://barnet.moderngov.co.uk/documents/s40458/Monitoring%20the%20impact%20of%20Brexit.pdf>

Theme	Risk / Opportunity	Data/Insight	Likelihood	Impact	Response	Mitigation
Workforce	If more EU nationals leave the country or fewer arrive, then it could result in skills losses/shortages in areas more dependent on EU workers e.g. social care, care workers, nurses, healthcare, environmental services and construction. Recruitment and retention in already stretched workforce could be an issue for the council, our workforce supply chain, with foster carers and the economy more widely.	<u>Internal workforce</u> Approximately 6.5% of internal workforce are from EU27 countries. 106 people overall with 44 of these in Street Scene 32 in family services and 19 in Adults.	Medium	Medium	Treat	Start recruitment and selection processes early. Use of apprenticeship levy to upskill workforce/look at less traditional skills. Support staff applying for EU settled status.
		<u>Adult social care workforce supply chain</u> Barnet figures: 10,500 jobs in social care Turnover in Barnet is c.20.7% 950 vacancies at any one time 27% of workers have EU nationality – c.2,835 people Financial implications could be significant as we may need to pay more to retain supply.	High	High	Treat	There is a Sustainability and Transformation Partnership (STP) wide work programme to review and mitigate risk. A letter went out from the Council (Executive Director of Adults and Health) to suppliers asking them to update business continuity plans. Barnet is leading the STP workstream on workforce and maintains strong links with local, regional and national initiatives which focus on the health and social care system. The Care Quality Service maintain a programme of engagement and comms with local providers to highlight opportunities regarding recruitment and retention. This will ensure Barnet remains an attractive place to work with access to training and skills enhancement sponsored by key commissioners (LBB, CCG).
		<u>Environmental Services workforce supply chain</u> A significant proportion of the commissioned workforce for environmental services will potentially be affected by Brexit. A significant proportion of our supply chain providers rely on European staff to maintain their operations. Main concern is Highways contract which ends in 2 years time, this relies heavily on EU nationals and they are already facing difficulties in recruitment. Could result in any new contract being significantly more expensive.	High	High	Treat	There are limitations to how far we can mitigate this at this time. However, we can advise our providers with recruitment and retention initiatives via our skills Team. This may involve support with apprenticeships.
		<u>Wider economy</u> Developers are already experiencing pressure on construction workforce in which 25% of labour comes from EEA, which may have a potential impact on development in Barnet.	Medium	Medium	Tolerate	The council has limited capacity to impact the workforce in the wider economy however will continue to focus on supporting local residents to access opportunities in construction and will continue to work with developers to bring forward sites for new housebuilding and other development.
		<u>CSG/Re</u> Noted that there may be a potential increase in costs to replace staff or encourage EU nationals to remain.  Main risk area is construction workers in the workforce supply chain.	Medium	Medium	Treat	Secure existing workforce/team through incentivisation schemes and re-assess recruitment policies.  Close working relationships with contractors remains in place with enhanced face to face meetings diarised. Continued liaison with procurement will remain key.
		<u>The Barnet Group</u> Circa 10% of The Barnet Group staff are from EU.  Circa 20% of maintenance contractors are from EU. Circa 25% of construction staff are from EU	High	High	Treat	Shift resources to teams that have the highest priority tasks.  On most construction contracts we have a fixed price, so the cost risk sits with supplier, but there would be a likely impact on output. For contractors, in particular day to day maintenance, we would prioritise repairs and planned works until resource gap could be filled.
Citizen's rights	If Barnet residents who are EU nationals feel uncertain about their future, they may feel anxious.	Central government have already produced webpages to guide residents and businesses, living in both UK and EU. However, we are awaiting further guidance on what impact Brexit will have on EU nationals access to services. The fee to apply for settled status has been scrapped.	Low	Low	Treat	Develop webpage on Barnet site to signpost to central Gov websites. Need to ensure this aligns with development of the new Council website. Keep residents and community groups up to date via media channels with any useful information we receive - review plans and processes for this.
	If EU residents are seeking British Citizenship, then this could increase demand on the registrars' service.	At the moment the plan is the EU settlement process will be 'light touch' and primarily online via the Home office. The need to access the Registrars service should be minimised. As at last annual publication of the Register of Electors (1 Dec 2018) there are 31,131 EU nationals registered to vote in Barnet.	Low	Low	Tolerate	There is a London wide Registration panel which Barnet attend and any training/capacity issues are discussed here so we can ensure the service is prepared as the situation develops. If there was a spike in demand the service would bring in temporary staff to support this.
	If EU laws and rights for UK citizens living in the EU change, then UK expats could return to the UK. These are likely to be people who are elderly or who need to access services.	Difficult to understand at this point how this may impact as UK citizens' rights living in EU countries has yet to be confirmed. If there are no changes to rights then no impact is expected.	Low	Medium	Tolerate	Levels of demand coming through adults social care are already monitored and reported on as business as usual. This activity will continue and any spike in demand will be picked up. We will continue to ensure residents remain in the community where possible and suitable to refrain from placing in more expensive residential care.
	If EU nationals no longer have the right to take part in local elections, then this could affect the accuracy of the electoral roll and processes.	As at last annual publication of the Register of Electors (1 Dec 2018) there are 31,131 EU nationals registered to vote in Barnet.	Low	Low	Tolerate	At present there appear to be no immediate plans to legislate for changes to voting rights of EU nationals. Next election not until 2022 so can prepare to change process for then if necessary.

Community cohesion	<p>If there is an increase in community tension and hate crimes due to either the implementation or non-implementation of the referendum result or the extension of the withdrawal process, then this could cause extra demand on community safety/the police.</p> <p>Police resource might also be diverted elsewhere e.g. ports which could cause extra strain on Barnet's own resource.</p>	<p>In 2015, the average weekly number of Race and Religious Hate Crimes in Barnet was 10 per week. During the week following the referendum there was 26 reports, and 19 in the week after that. There was 10 reports in week 3, which is back in line with the average level. This means that during the two weeks following the referendum there was in total 25 more Race and Religious Hate Crimes reported than would normally be expected. Geographically, this was distributed widely across the borough. The two wards with the most reports (West Hendon and Golders Green) accounted for 12% and 11% of the borough total respectively. A similar pattern was also reported across the UK. However, it cannot be assumed that this rise was solely due to the referendum result as there may have been other attributing factors.</p> <p>The top five EU nationalities represented on the borough's register of electors are:  Romanian - 6495  Polish - 5327  Italian - 3458  Portuguese - 2256 and  French - 1677</p> <p>The top five Wards for EU electors are:  Colindale – 2802  West Hendon – 2385  Hendon – 2288  Childs Hill – 2277 and  Burnt Oak - 1969</p>	High	Medium	Treat	<p>Review communications plans and processes for keeping community groups informed on any feedback or messages around community tension.</p> <p>Continued delivery of The Barnet Zero Tolerance to Hate Crime Project which brings together Barnet Council, the Police, Barnet Mencap and other community and voluntary sector partners in order to increase the profile and reach of Barnet's Hate Crime Reporting Centres.</p> <p>Continued delivery (under the Barnet Zero Tolerance to Hate Crime Project) of program of Hate Crime awareness and reporting Training to staff across the partnership and programme of community engagement. This will include (during 2019) delivery of Hate Crime Awareness workshops with community and user-groups in Barnet.</p>
	If there is an increase in community tension, then this could cause a risk to council and civic builds and their occupants.	Security is well managed currently with a fair degree of security intelligence available.	Medium	Medium	Treat	Negative consequences of Brexit will be added to building security agenda.
	If people aren't able to donate to foodbanks and vulnerable residents cannot get the supplies they need, then they may become a potential pressure point for community tension.	The highest risk areas for potentially experiencing food poverty and those most likely to access foodbanks are Underhill, Burnt Oak and West Hendon.	Low	Medium	Treat	Needs analysis of food poverty in Barnet is already underway. This highlights highest risk areas and therefore where resources should be targeted.
Council funding	If there is a loss in EU funding and there is uncertainty over the value and eligibility conditions of any replacement funding, then this may impact projects.	<p>We currently do not receive any EU grants which would leave the Council with a funding shortfall.</p> <p>The Council has previously received grants such as ESF however these have been discontinued.</p> <p>The London Councils Grants Scheme is expecting to see it's £1m grant from the ESF discontinued. This does not have an impact on the Council's financial position as expenditure has been reduced to match.</p>	Low	Low	Tolerate	No mitigation needed.
	If there is slow growth of the UK economy, volatile markets, changes to exchange rates and increased trade tariffs, then this could reduce Local Authority revenue from business rates, new homes bonus and council tax; and infrastructure investment from Community Infrastructure Levy.	<p>A worst case Brexit could possibly result in a funding deficit.</p> <p>This could be caused by:  - Inflation rising  - Interest Rates increasing  - Additional Welfare related services  - Change in collection fund assumptions (reduced growth in Tax Base and NNDR reductions)</p>		High	Treat	<p>Monitoring the key indicators of interest rates, inflation, exchange rate and their impact on the council and pension fund.</p> <p>Should this occur, the council will need to take immediate and robust steps to reduce it's expenditure in order to maintain its core responsibilities whilst also setting a legal budget.</p> <p>Treasury management to be involved in strategic planning to understand how risk management, funding and cash management strategies will need to change.</p>
	If macroeconomic impacts such as currency valuations and interest rates change then it could impact on the pension funds valuation and funding level leading to a requirement for increased contributions to the fund from the council	Sterling depreciated by 7.4% against the US Dollar and 1.4% against the Euro in 2018.	Medium	High	Treat	<p>Hedging of funds in different currencies helps to mitigate the risk of sterling devaluing. Additionally the council can benefit should sterling appreciate</p> <p>The Pension funds investment strategy inherently ensures that risks are managed through the purchase of a mix of asset classes. This means that if interest rates are low, then the fund can still achieve a good return on other investment types such as equities.</p>
	If there is an increase in the number of families - and therefore pupils – leaving the country, then there may be changes to how schools are funded and to what level.	<p>Minimum Funding Guarantee (MFG) is used by the Department for Education (DfE) to ensure no school loses a significant amount of funding.</p> <p>In the past, this has been at a positive percentage (indicating greater protection). However, this has been negative in recent years.</p> <p>79% of schools nationwide are expecting a budget deficit in 19/20.</p>	Low	Low	Treat	Finance to continue to monitor, with the help of schools, current funding arrangements and pupil levels to pre-empt future funding changes.

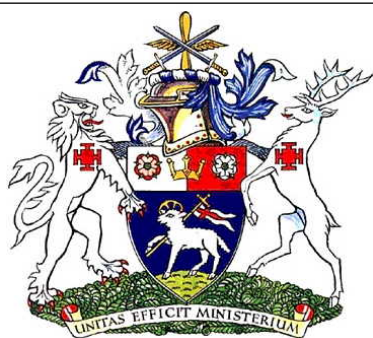


	If the development industry slows down for reasons such as; reduced workforce, increased costs and reduced sales, then this could cause financial implications for the council.	<p>Economic slowdown could lead to reduced income from:</p> <ul style="list-style-type: none"> <li>- Planning application fee</li> <li>- Building control fee</li> <li>- CIL receipts which would impact on partners such as health</li> <li>- Section 106 benefits, including affordable homes, contributions to highways and education.</li> <li>- Major projects such as stopped or slow down.</li> </ul> <p>St Georges (developer in Colindale) has reported their workforce has dropped from 16,000 to 12,000 in the past year with difficulties in recruiting replacements. This is coupled with increased costs of construction material.</p>	Medium	Medium	Tolerate	The number of major planning applications is being closely monitored to ensure the right number of staff are in place to deal with them.
	If there is a reduction in rental prices due to lower values/house price drop, then this could have financial opportunities or implications for the council	In the medium term, this would have a net benefit to the council as cheaper market rented properties for temporary accommodation could be available. However in the long run the tax base may be affected by a slow down in developments.	Low	Medium	Tolerate	No mitigation needed.
	If the council is insured by companies registered in the EU and the passporting arrangements are not in place, then the council may not have appropriate insurance cover and may have to review the provision of some services.	The Councils insurers are based in the EU (Ireland and Sweden) but the insurance is written under UK law and authorised under FCA to write business in the UK. If Brexit restricts non-UK insurers, operations cover may be compromised.	Low	Low	Tolerate	No mitigation needed at this stage.
Supply chains	If we trade with the EU on any products or contracts, then we could face an increase in costs on imported goods due to the possible imposition of tariffs.	Very few contracts are held with companies in the EU - it is supply chains that will be impacted, primarily for construction industry. Further analysis underway.	Medium	Medium	Tolerate	Based on outcome of review, procurement to work with service leads to highlight any risk of cost increases/quality decreases. Response may change depending on outcome of actions and data analysis.
	If border controls are imposed, then this may affect the ready availability of vital supplies e.g. foodstuff and medicines. It could also result in the proper trading standards checks not taking place and potentially importing food without adequate regulations.	<p><u>Medicines:</u></p> <p>Local implications for delays in medicine/increase in prices: Cost of provision of services may increase resulting in less people being treated.</p> <ul style="list-style-type: none"> <li>&gt; Sexually transmitted infections may increase.</li> <li>&gt; Untreated substance misuse cases may result in increased crime rates and antisocial behaviour as well as worsening public health outcomes.</li> </ul> <p><u>Food:</u></p> <p>On a local level this may result in food poisoning or a lack of access to healthy food.</p>	Medium	Medium	Treat	<p>Nationally, there is a stockpile of the most crucial medicines for 2-3 weeks. Alternative routes of transport and import are being explored. NHS organisations all have Brexit preparedness plans in place.</p> <p>All council contracts with sexual health and substance misuse providers will need to reflect their responsibilities in sourcing adequate quantities and quality medicines.</p> <p>Public Health England are looking into food supply chains and where shortages might be.</p>
		<p><u>Trading standards</u></p> <p>Volumes are likely to increase due to:</p> <ul style="list-style-type: none"> <li>- an increase of products on the market that do not meet product safety</li> <li>- food safety standards</li> <li>- an increase in service requests as businesses cut corners</li> </ul>	Medium	Medium	Treat	Maintain current staffing levels. Ensure that intelligence operations focus on emerging threats and up-to-date knowledge of product imports.
	If there are increased border controls or changes to trade tariffs, then our ability to purchase raw materials, goods and services might be affected e.g. social care equipment, tarmac for highways, bricks and mortar for construction.	Very few contracts are held with companies in the EU - it is supply chains that will be impacted, primarily for construction industry. Further update will be provided once analysis of forward plan and contracts register has taken place. Delays could be likely, but likely to be still able to purchase goods and materials.	Medium	Medium	Tolerate	Based on outcome of review, procurement to work with service leads to build in additional time to procurement activities so goods/materials are delivered on time.
	If demand for construction reduces, then construction companies may find themselves under financial pressure.	This year the number of insolvencies in construction has significantly increased as developers hold back, pre-Brexit. The impact on the supply chain is harder to quantify but may also be significant. The upside of this is potentially lower construction costs, as developers seek to maintain an order book of work.	Medium	Medium	Treat	The Barnet Group will ensure they have a number of construction partners and maintain an adequate working capital in each project.
	If the EU cross border motor insurance agreement becomes void, then using vehicles abroad will require a green card from the insurer.	Most EU law that governs local authority services has already been incorporated into domestic law and will continue to apply when the UK leaves the EU, regardless of the form that exit takes. On exit, the UK Parliament would then be able to amend or introduce new legislation.	Low	Low	Treat	Establish contingent arrangements and ensure users (Transport and Schools) are aware of the need.

	If there are issues with maintaining staffing and supplies in the catering industry, then this could affect catering across Barnet schools (being provided by ISS).	Do not yet have clear evidence of a negative impact on either staffing or supplies. ISS tends to source locally where possible, though a lot of the Kosher goods come from Israel.	Low	Medium	Tolerate	Task force has been put together by ISS to look at the various aspects of Brexit and they are currently consulting with all their suppliers.
IT	If there are restrictions in access to the EU's various databases, networks and systems , then this could cause implications around the transfer and access of Council data.	We have 2 data servers that sit in the EU (Core HR & Blackberry). Core HR server is in Cork which could cause potential payroll implications. Blackberry is in Dublin. All of the Capita Data Centres are hosted within the UK and so is Office 365.	Low	Low	Tolerate	Mitigation not required - The EU and UK plan to use technology moving forward to address future working relationships between the two, implying that a future data sharing agreement would be agreed with or without a deal. There was also no impact on data access when GDPR was introduced for those countries accessing data outside of the EU.
Legislation	There are several pieces of EU legislation that relate to the way the Council delivers its services. If any of this legislation changes, then it would be likely to affect Council services (or our providers) including: - energy efficiency - waste collection and disposal - trading standards - procurement - employment laws (working time directive changes) - equalities - transport - health and safety - GDPR - data transfer	The EUWA will repeal the European Communities Act 1972 (ECA 1972) on exit day. The ECA 1972 currently enables EU law to become part of UK law, and gives effect to the principles of direct effect and the supremacy of EU law. The EUWA includes provisions that: • Repeal the ECA 1972 on exit day (section 1). • Retain existing EU law in domestic law (sections 2 to 4) by: • preserving UK law that implements EU requirements • converting into domestic law most (but not all) directly applicable EU law • converting into domestic law most of the other EU rights and obligations that before exit day were recognised and available in domestic law through section 2(1) of the ECA 1972 • providing that retained EU case law be given the same binding, or precedent, status in UK courts and tribunals as existing decisions of the Supreme Court. • Create a time-limited, delegated power enabling a minister to make secondary legislation to deal with deficiencies in retained EU law, such as its failure to operate effectively  Many statutory Instruments have already been drafted to be brought into force either at the end of any transition period or on exit day. These are designed to deal with deficiencies in retained EU law.	Low	Low	Tolerate	Follow national guidance and keep abreast of any changes to legislation or policy.
	If the above scenario were to occur , then CSG and Re have noted additional legislation that may be impacted on: - Planning - Building structural compliance - Food standards and the ability to enforce regulations, leading to an increase of products entering the market which are not up to standard	Deregulation of planning legislation has been a recurring theme with previous economic downturns and this would be likely to continue in the event of an economic shock caused by a disorderly exit of the UK from the EU. Experts suggest the government might look to further deregulate planning in a bid to stimulate development	Low	Low	Tolerate	Whilst any proposals in changes to Planning legislation or Building Regulations are unpredictable, consultation will take place giving the council a chance to feedback and prepare prior to implementation of any changes.
	If the government imports EU rules that are an impediment to local traders unchanged, then we could miss opportunities.	Awaiting further guidance and announcements.	Low	Low	Treat	Lobby government to remove bureaucracy around procurement and review waste directives.
Economy	If exchange rates fluctuate and there is an increase in inflation, which hasn't been offset by an overall increase in wages, then this could have a negative impact on people's spending power which could result in an increase in demand for services.	<ul style="list-style-type: none"> <li>• HB caseload volumetric (monthly)</li> <li>• HB spend (monthly)</li> <li>• CTRS caseload volumetric (monthly)</li> <li>• CTRS projected annual spend (monthly)</li> <li>• Crisis Fund volumetric (monthly)</li> <li>• Crisis Fund application reason (monthly)</li> </ul>	Low	High	Tolerate	<ul style="list-style-type: none"> <li>• Increase access to Skills Escalator Service</li> <li>• Identify other skills providing organisation to work as partners.</li> </ul> Monitor revenues and benefits statistics following our departure from the EU - those accessing income support benefits and council tax support etc.
		Having recently done the preparation for UC we have systems in place to monitor these data sources.	Medium	Medium	Treat	Plan for increased need of Welfare Reform Taskforce and BOOST including budget provision and exploiting involvement of other agencies. Model increased rent arrears (ODH).
	If the labour market impacts noted above occur, then this could be an opportunity for our low skilled residents to access higher skilled jobs; or could accelerate the process of automation of jobs making it harder for low skilled residents to access well paid work.	Historically, London has had strong demand for highly skilled and productive labour, a significant proportion of which has been met through immigration from the EEA. It is unlikely in the short to medium-term that these skills needs can be met by low-skilled residents. Automation is already happening in a range of sectors and will impact jobs in Barnet regardless of Brexit.	Medium	Medium	Treat	LBB and partners are already engaged in activities aimed at supporting those furthest from employment.

	If there is increased economic growth then this could increase business rates and employment in the borough.	Current growth forecasts for 2019 and 2020 show that Barnet is projected to remain in line with the wider London economy and to outperform other WLA outer London boroughs. The Financial and Business Services sector, which is prevalent in Barnet, is generally expected to outperform other economic sectors.	Medium	High	Tolerate	No mitigation required.
Emergency planning	If any emergency situations arise immediately following Brexit, then this could affect the borough, residents or the workforce, and the council would need to respond accordingly.	Central government insight suggests emergency situations may arise around food shortages, fuel shortages and social unrest.	Medium	High	Treat	Already reviewing our organisational resilience plans including emergency response and business continuity plans. Also linking in with any London wide resilience plans.  Managers to check arrangements on how they would run services should it be difficult for people to get into work, and ensuring they can communicate with staff.  For communications to residents we would follow the Emergency Planning/Business Continuity protocol to tell residents about any localised impact to services.
Elections	If an election is called by Central Government, then the council will need to facilitate this on a local level.	Referendum is a less immediate risk as 20 weeks notice must be given. Whereas only 6 weeks notice must be given for a general election.  EU Parliamentary elections - when we leave we will be taken out of this however if the deadline is extended there is uncertainty around if we will be part of the elections and where EU nationals will need to vote.	Medium	Medium	Treat	Electoral Services has preparatory planning and stakeholder discussions in place to ensure that we are as ready as possible for any short-notice elections that might be called. Conversations have taken place with TW3, Allianz Park and the RAF about the various venues that would be critical to us in preparing for and conducting a General Election.

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## Policy and Resources Committee

20 February 2019

<b>Title</b>	<b>Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	Yes
<b>Key</b>	Yes
<b>Enclosures</b>	<p>Appendix A – Corporate Plan 2019-2024</p> <p>Appendix B – Medium Term Financial Strategy</p> <p>Appendix C – Council Tax Resolutions</p> <p>Appendix D1 – Detailed Revenue Budgets, Savings, Pressures and Council Tax Schedules</p> <p>Appendix D2 – Theme Committee Revenue Budgets, Savings, Pressures and Council Tax Schedules</p> <p>Appendix E – Capital Funding Changes</p> <p>Appendix F1 – Theme Committee Capital Programme</p> <p>Appendix F2 – Capital Programme by Delivery Unit</p> <p>Appendix G – Housing Revenue Account</p> <p>Appendix H – Fees and Charges</p> <p>Appendix I – Consultation report</p> <p>Appendix J – Cumulative Equalities Impact Analysis (CEIA)</p> <p>Appendix K – Capital Strategy</p> <p>Appendix L – Treasury Management Strategy</p> <p>Appendix M – Reserves and Balances Policy</p> <p>Appendix N – Debt Management Policy</p> <p>Appendix O – Corporate Risk Register</p> <p>Appendix P – 19/20 Delivery Plan</p> <p>Appendix Q – Summary of savings proposals</p>

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## Summary

The Corporate Plan, known as Barnet 2024, has been refreshed to reflect the priorities of the administration elected in May 2018, and resident feedback on what matters to them. Feedback was captured through public consultation and engagement that took place over the summer of 2018 and the Plan was amended accordingly. The Corporate Plan will set the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery.

This paper sets out the council's refreshed Corporate Plan, MTFS, savings plans and capital programme. These figures are based on a financial forecast for the period 2019-2024 and will help to ensure resources are aligned to the strategic outcomes set out in the council's Corporate Plan.

The preparation of the budget is the final stage of the annual business planning cycle leading to the approval of the Council Tax for the forthcoming financial year. There is a statutory requirement to set a balanced budget and submit budget returns to the Ministry of Housing, Communities and Local Government (MHCLG). Approval of the revenue estimates constitutes authority for the incurring of expenditure in accordance with approved policies.

It should be noted that a set of budget proposals were presented to Policy and Resources in December 2018, this offered an early opportunity to note and approve budget changes in principle for 2019/20. These proposals were assessed at the time as to whether they required consultations and equality impact assessments (EIA). Consultation on the budget and the contents of the December Policy and Resources committee paper took place between 11<sup>th</sup> December 2018 and 16<sup>th</sup> January 2019. Results from the consultation have been fed back to lead officers within the council and the recommendations contained within this report are cognisant of the views expressed.

## Officers Recommendations

### Officers recommend that the Committee:

1. Recommend to Council approval of the Corporate Plan 2019-2024, as attached at Appendix A;
2. Approve the Policy and Resources Committee Delivery Plan for 2019/20 attached at Appendix P;
3. 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;

4. Recommend to Council for approval the MTFS attached as Appendix B and the detailed revenue budgets in Appendices D1 and D2. The MTFS sets out all of the budget changes over the period 2019-24, 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;
5. Recommend to Council that the budget for 2019/20 is prepared on the basis of an increase of 2.99% general Council Tax in 2019/20;
6. Recommend to Council the resolutions relating to Council Tax contained within Appendix C – Council Tax Resolutions;
7. Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2019/20 as set out in Council Tax resolution (Appendix C) 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.
8. 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;
9. Approve the proposed changes to the premium charged against Council Tax on long-term empty properties as set out in paragraphs 1.5.29-1.5.32;
10. Recommend to Council for approval the capital programme as set out in Appendix F1 and F2, and that the Chief Officers be authorised to take all necessary actions for implementation;
11. Approves the changes to the existing Capital Programme in relation to slippage and deletions as set out in paragraph 1.5.98 and Appendix E;
12. Approves the changes to the existing Capital Programme in relation to additions as set out in paragraphs 1.5.99 to 1.5.113;
13. Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2019/20 throughout the capital programme after the 2018/19 accounts are closed and the amount of slippage and budget carry forward required are known;
14. Recommend to Council the approval of the Capital Strategy as set out in Appendix K;
15. Recommend to Council the approval of the Treasury Management Strategy for 2019/20 as set out in Appendix L;

16. 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 1.7.3 to take effect from 1 April 2019;
  - b) The proposed increase to service charges for council dwellings as set out in paragraph 1.7.7 to take effect from 1 April 2019; and,
  - c) The proposed rent increase of 3.1% for council garages as set out in paragraph 1.7.7 to take effect from 1 April 2019.
17. Recommend to Council the approval of the draft Schools Budget of £335.395m for 2019-20 as per paragraph 1.5.56;
18. Approve draft Post 16 Funding of £5.417m;
19. Recommend to Council that any changes to the Schools Budget reasonably required as a result of the final 2019/20 DSG and Post-16 settlement are delegated for decisions to the Strategic Director – Children & Young People in consultation with the Director of Finance;
20. Note the Adults, Children's and Environment fees and charges that were approved at their relevant Theme Committee as detailed in Appendix H;
21. Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 5.6. Appendix J provides the cumulative impact and individual Delivery Unit assessments;
22. Recommend to Council approval of the reserves and balances policy as set out in Appendix M and indicative amounts as set out in paragraph 1.5.73 and the Director of Finance's assessment of adequacy of General Fund Balances in section 1.5.81. The Committee recommend to Council that the Director of Finance is authorised to adjust balances in 2019/20 after 2018/19 accounts are closed and the amount of balances carry forward required are known;
23. Approve the underlying Financial strategy of the Council as set out in the paragraph 1.5.1;
24. Approves the bad debt write offs as set out in section 1.10;
25. Approve the budget movements as set out in paragraphs 1.5.14 and 1.9.5 to 1.9.8, and;
26. Notes the corporate risk register and recommend it to Council as set out in Appendix O.



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

### **1.1 Executive Summary**

- 1.1.1 The Corporate Plan, known as Barnet 2024, has been refreshed to reflect the priorities of the administration elected in May 2018, and resident feedback on what matters to them. Feedback has been captured through public consultation and engagement that took place over the summer of 2018 and the Corporate Plan has been amended accordingly. This document will set the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery of these. The recommendations ask this Committee to recommend the plan to Full Council for approval.
- 1.1.2 To support delivery of the outcomes in the Corporate Plan, each Theme Committee will be responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference.
- 1.1.3 These priorities will inform an annual delivery plan for each Theme Committee which will set out the key activities, performance indicators/targets, and risks in relation to delivery of the corporate and committee priorities.
- 1.1.4 Following a financial review in June 2018, and to ensure the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the Corporate Plan and MTFS were realigned to cover the next five years (2019-2024). This is to ensure the council has a medium-term plan for how we will allocate our limited resources in line with what we want to achieve for the borough.
- 1.1.5 Within the provisional Local Government Finance Settlement the Government confirmed that the level that it considers excessive for general council tax increases in 2019/20 is 3%. Should the Council wish to raise the level by that amount above, a referendum of the local electorate must be held. For 2019/20 a 2.99% increase in general Council Tax has been included in the MTFS and proposed to this Committee for recommendation to Full Council.
- 1.1.6 In line with the priorities for each Committee and to close the anticipated budget gap, Theme Committees recommended savings proposals to Policy & Resources totalling £64.776m over the period 2019-2024. Officers have reviewed these savings following the period of budget consultation. The proposed budget for 2019/20 reflects a budget gap of £25.323m, with savings proposals identified of £19.965m and use of reserves £5.357m to reach a balanced position.
- 1.1.7 A budget gap of £5.9m is currently forecast for 2020/21, which is assumed to be 50% (£2.97m) funded from reserves. It is expected that additional funding for social care is more likely to continue than not, therefore the gap does not present such a critical concern at this stage; however, this will be kept under review

during 2019/20. The reduced use of reserves to balance the gap is in keeping with the council's overarching financial strategy of eradicating the use of one-off funding to balance the budget over the MTFS period.

- 1.1.8 The council's reserves are forecast to total £51.4m at the end of 2018/19. Over the course of the MTFS this is expected to reduce to £31.9m, with the crucial measure of Non Ringfenced Revenue Reserves expected to be £20.4m at the end of 2023/24. This represents a rapid stabilisation of the reserves position.
- 1.1.9 The council's capital programme was at £856m at the start of the financial year; however, following significant work by officers this has been reduced to £682m. This reduction has been the result of, and a direct benefit to, the council's need to achieve a sustainable revenue position.
- 1.1.10 In setting the budget for 2019/20 the council's Section 151 Officer is of the view that the estimates are robust, that the process in which the budget was set was effective and that there is an effective budget management system in place.
- 1.1.11 The General Fund revenue forecast for 2018/19 is a net overspend of £2.396m. This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.226m. Excluding these reserve movements, the forecasted overspend is £1.168m. The reserve movements in the table below include two one-off transfer to reserves relating to the windfall gains of £3.685m and £1.000m respectively following the contract settlement with Capita and a recognition of balances held within the North London Waste Authority (NLWA).
- 1.1.12 Debts totalling £0.176m are proposed for write off in line with the council's Debt Management Policy.

## **1.2 Corporate Plan and Priorities**

- 1.2.1 The council wants to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. Like all councils, however, it faces an increasingly difficult financial challenge, with funding decreasing, demand increasing and uncertainty about how services will be funded in the future.
- 1.2.2 So far, the council has successfully risen to its financial challenges, evidenced by delivering savings in excess of £155m since 2010. However, looking forward, it is anticipated that these challenges are set to continue as the organisation now faces an anticipated budget gap of £69.9m to 2023/24.
- 1.2.3 To address that gap, the council will need to make some tough decisions about priorities and how limited funds are spent. This may mean that the council stops doing some things or does them in very different ways, as well as looking at how it can find opportunities to generate more income.
- 1.2.4 Despite the challenges, the council is ambitious for Barnet and the people that live and work here. During this time of significant challenge, the council has seen

levels of resident satisfaction remain high both in terms of satisfaction with the council as well as with the range of local services. The latest Residents' Perception Survey (Autumn 2017) indicates that 85% of residents are satisfied with Barnet as a place to live and 65% feel that the council is doing a good job.

- 1.2.5 The council must now prioritise its limited resources effectively and develop plans for the next five years to deliver both statutory duties and ambitions for Barnet within these financial constraints. The council wants to ensure residents get a **fair deal**, we **maximise opportunities**, **share responsibilities** with the community and partners, and work **effectively and efficiently**. These four strands underpin our approach for delivering on our outcomes and priorities and can be seen in further detail within the Corporate Plan (Appendix A).
- 1.2.6 To ensure the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the development of the Corporate Plan and MTFS have been aligned to cover the next five years (2019/20 to 2023/24). This will help to ensure we have a medium-term plan setting out how we will allocate our limited resources in line with what we want to achieve for the borough.
- 1.2.7 The Corporate Plan, known as Barnet 2024, has been refreshed to reflect the priorities of the administration elected in May 2018, and resident feedback on what matters. Feedback has been captured through public consultation and engagement that took place over the summer of 2018. The Corporate Plan, Barnet 2024, will set the strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery.
- 1.2.8 The three outcomes identified for the borough focus on place, people and communities. A set of key priorities that support these outcomes and that we will be focusing on over the next five years can be seen in the below table. Further detail of how we intend to deliver against these priorities and outcomes is detailed in the full Corporate Plan (Appendix A). This doesn't aim to capture all that the council does, rather it provides a framework to guide us.

Outcome: A pleasant, well maintained borough that we protect and invest in
<p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>• getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections</li> <li>• keeping the borough moving, including improvements to roads and pavements</li> <li>• getting the best out of our parks and improving air quality by looking after and investing in our greenspaces</li> <li>• ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents</li> <li>• investing in community facilities to support a growing population, such as schools and leisure centres</li> <li>• responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough.</li> </ul>

<b>Outcome: Our residents live happy, healthy, independent lives with the most vulnerable protected</b>
<b>Priorities:</b> <ul style="list-style-type: none"> <li>• improving services for children and young people and ensuring the needs of children are considered in everything we do</li> <li>• integrating health and social care and providing support for those with mental health problems and complex needs</li> <li>• supporting our residents who are older, vulnerable, or who have disabilities, to remain independent and have a good quality of life</li> <li>• helping people into work and better paid employment</li> <li>• encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing</li> <li>• ensuring we have good schools and enough school places so all children have access to a great education.</li> </ul>
<b>Outcome: Safe and strong communities where people get along well</b>
<b>Priorities:</b> <ul style="list-style-type: none"> <li>• keeping Barnet safe</li> <li>• tackling anti-social behaviour and environmental crime</li> <li>• celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime</li> <li>• ensuring we are a family friendly borough</li> <li>• focusing on the strengths of the community and what they can do to help themselves and each other</li> <li>• supporting local businesses to thrive.</li> </ul>

1.2.9 To support delivery of the outcomes in the Corporate Plan, Barnet 2024, each Theme Committee will be responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference.

1.2.10 These priorities will inform an annual Theme Committee delivery plan which will set out the key activities, performance indicators/targets, and risks in relation to the corporate and committee priorities. Delivery plans will be approved by Theme Committees in early 2019 and will be refreshed on an annual basis. The Policy and Resources delivery plan for 2019/20, that seeks approval from this Committee, can be seen in Appendix P.

### **1.3 Strategic Context**

#### National Strategic Context

##### National Landscape

1.3.1 Over the past decade, the Council has faced significant financial challenges stemming from the economic downturn in late 2007 and subsequent austerity measures. For instance, the Council has had to contend with:

- grant funding reductions from Central Government (London Councils estimate London Boroughs have lost on average 57.4% in core funding from Central Government);
- demand led pressures impacting services e.g. due to demographic or legislative changes;
- other external factors e.g. Government policy changes as part of managing austerity.

1.3.2 During the period of austerity since 2010/11 there has been a significant transfer of risk from a centralised system to Local Authorities. The impact of this transfer increases uncertainty when reviewing the council's medium-term financial plan. This transfer of risk has been gradual but contains high profile examples such as:

- The introduction of the Business Rates Retention Model at 50% in 2013/14 and subsequently amended to the upcoming 75% - leaving authorities open to the impact of appeals and changes in the economy
- The abolition of the Council Tax Benefit Subsidy and its replacement with a localised Council Tax Support Scheme (with less funding to begin with and a protection of pensioners)
- The implementation of the Adult Social Care Precept, pushing the decision on a national pressure to a local level
- The New Homes Bonus grant as an incentive for housing growth, but which is uncertain beyond 2019/20
- Public Health responsibilities transferred to Local Government in 2013/14 but funding is estimated to be have reduced since then by 5%. However, over the same period, NHS funding has risen by c.20% and continues to increase.
- Authorities incur under-funded costs from supporting people with No Recourse to Public Funds (NRPF) and also from Unaccompanied Asylum Seeking Children (UASC) up to the age of 25.
- The cost of the Homelessness Reduction Act of 2017 is estimated to cost c.£80m a year in London but only £14m of new burdens funding was allocated to London boroughs.

#### Autumn Budget 2018 and Local Government Finance Settlement

1.3.3 On 29 October 2018, the Chancellor of the Exchequer announced the 2018 Autumn Budget, with a Spring Statement to follow in early 2019. In addition to the updates on the performance of the UK economy and health of the public finances, the Chancellor delivered several key financial and policy announcements specific to local government. These headlines have been summarised below:

- Additional funding for Social Care – confirmation of £240m of new funding for Adult Social Care in 2019/20. This is in addition to the £240m winter pressures funding earmarked for 2018/19. It is estimated the London boroughs will share an estimated £37m in both years;

- A further £410m will be made available to support both adult and children's social care in 2019/20. Further details are to follow but it is estimated that London boroughs will receive between £60-100m;
- Disabled Facilities Grant – the Chancellor announced a further £55m funding in 2018/19 to help provide home aids and adaptations for disabled children and adults on low incomes;
- Removal of HRA borrowing caps – the immediate removal of the HRA borrowing limits was confirmed (from 29 October 2018) and the government estimates that an additional 10,000 homes a year will be built. Initial estimates suggest this will cost £4.6bn over 5 years (£1.3bn a year by 2022/23);
- Highways and Infrastructure - an additional £420m to local authorities in 2018/19 to tackle potholes, repair damaged roads, and invest in keeping bridges open. In addition, the government will also be making £150m of funding from the National Productivity Investment Fund (NPIF) available to local authorities for small improvement projects such as roundabouts;
- Schools - additional funding is to be made available in 2018/19 for schools across England with £400m to spend on their equipment and facilities;
- Small businesses - retail relief was announced for retail businesses with a rateable value (RV) less than £51,000 for two years – this will cost government £900m and local government will be “fully compensated”;
- High Streets – a further £675m to be invested in England to support local areas in redeveloping their high streets and town centres. This will invest in town centre infrastructure, including to increase access to high streets and support redevelopment and densification around high streets. Although spread across the whole period up to 2023/24, 90% of this funding is only to be made available after 2021/22; and
- Children in care – £84m will be invested over a 5 year period to expand programmes for those children in care.

1.3.4 On 13 December 2018, the Secretary of State for the Ministry of Housing, Communities and Local Government made a statement to Parliament on the provisional local government finance settlement 2019/20. The settlement outlines provisional funding allocations for local authorities in 2019/20, the final year of the current Spending Review period.

1.3.5 The main headlines announced as part of the settlement are summarised below.

- Settlement Funding Assessment will fall by 6.5% in 2019/20 for London boroughs (also 6.5% nationally)- confirming real term cumulative cuts to core funding of 63% across London between 2010 and 2022;
- Core Spending Power will increase by 2.3% for London boroughs (2.8% nationally);
- The Council Tax referendum threshold remains 3% in 2019/20, the same limit as in 2018/19;
- There will be no change to the ASC precept principle;
- Confirmation of the London 75% business rate retention pilot for 2019/20;

- London boroughs will receive £33m of business rate levy surplus in 2018/19 – this equates to £0.900m for Barnet and paragraph 1.5.7 explains how the council plans to use this non-recurrent funding;
- The threshold at which New Homes Bonus is triggered will remain at 0.4%;
- The Government is proposing to distribute £650m of adult social care funding (announced in the 2018 Autumn Budget) using the ASC RNF in 2019-20. London boroughs' share will be £100million;
- Consultations published on the Fair Funding Review and 75% business rates retention with a deadline of 21 February; and
- Public Health Grant allocations were subsequently confirmed as per the assumptions previously made in the MTFS.

1.3.6 Any financial implications arising as a result of the Autumn Budget and settlement have been reflected, where possible, in the MTFS presented in Appendix B.

#### Future of Local Government Funding

1.3.7 There are a number of significant variables in the council's funding which could impact on the MTFS presented within this report. The council's 2020/21 core funding will be dependent on the outcome of:

- 2019 Spending Review
- Fair Funding Review
- Simplified 75% Business Rates Retention

1.3.8 The Spending Review will be determined by HM Treasury and will set out how much budget is actually available to each Central Government department i.e. the size of the "national pot" of funding that MHCLG has to fund local authorities. This is currently being timetabled to be announced in Spring 2019 as part of the Spring Statement but in light of Brexit, Autumn 2019 is anticipated to be more likely as part of HM Treasury's annual November Budget Statement.

1.3.9 The outcome of the Fair Funding Review will take MHCLG's share of funding and assess each individual authority's "need" for this funding. The review will reset this assessment of needs for 2020/21 which has remained unchanged since 2013/14. Since the last needs assessment was undertaken London has seen:

- A 14% increase in the child population;
- An 18% increase in the over 65's population;
- A 15% increase in the number of households, and;
- A 52% increase in the number of people in temporary accommodation

These changes are effectively unfunded until the Authority's needs are assessed again and rebased. The outcome of the fair funding review is expected to be implemented for 2020/21 but is it likely that the outcomes of the review will not be known until December 2019.

1.3.10 Business Rates Retention is the mechanism for distributing the available, needs-assessed funding out to each individual authority i.e. Locally-retained Business Rates and for now Revenue Support Grant (RSG). The next phase of Business Rates Retention will also be implemented in 2020/21 where authorities will keep 75% of their local rates under a “simplified” system. RSG will be phased out by 2020/21.

1.3.11 The scale of changes proposed for 2020/21 are significant but the uncertainty around timing of announcements is of particular concern. The Council will continue to monitor these events and incorporate the necessary, estimated impacts where possible into its medium-term planning process.

### Brexit

1.3.12 Economic implications of Brexit for the council and borough are still very difficult to forecast and quantify with the terms of exiting the European Union yet to be confirmed. There is insufficient detail available to be able to take a more informed view at this stage, and due to this uncertainty, whilst refreshing the MTFS, neither a positive nor negative impact has been assumed within the budget.

1.3.13 Despite the lack of detail available, during the Autumn Budget 2018 a number of notices relating to Brexit were announced and these have been taken into account. The headlines have been summarised below:

- Preparations for leaving the EU - The Chancellor announced an additional £500m would be available to government departments to assist with preparations for leaving the EU
- Spring Statement – The Chancellor indicated that the Spring Statement next March could be updated to a full fiscal event if necessary
- European Investment Banking Group – If no future relationship with the EIBG is in place before the UK leaves the EU, the government has announced that it will provide the British Business Bank with the resources to enable it to make up to £200m of investment in UK venture capital and growth finance in 2019/20.

1.3.14 The Government also announced in December that it has decided to ‘ramp up’ preparations for a no-deal Brexit, by approving £2bn for government departments to help preparations for UK departure and putting civil contingency measures into effect. It has also announced that £40m will be allocated to local authorities to help them prepare for Brexit. The allocation for Barnet is an additional £0.105m in each of 2018/19 and 2019/20 financial years.

1.3.15 More information about the council’s preparation for Brexit can be found within the Brexit update report being presented on this Committee’s agenda.

### UK economy to 2020

1.3.16 The UK’s public finances have performed more strongly than expected in 2018, reflecting stronger than expected tax receipts and lower than expected spending



on welfare and debt interest. This is despite the wider real economy performing more weakly than expected this year. Gross Domestic Product (GDP) grew 1.3% in the year to the third quarter of 2018 and, whilst forecasts have been revised downwards, employment remains at near record high levels.

1.3.17 The OBR forecasts a “relatively stable but unspectacular trajectory for economic growth” in the medium-term. Growth in 2017 was slightly higher than forecast. The downwards revision to growth in 2018 primarily reflects snowy conditions in the first quarter and growth has now been revised upwards in 2019 from 1.3% to 1.6%; forecasts for 2020 have also been raised slightly, up from 1.3% to 1.4%.

1.3.18 Consistent with the last fiscal year, household spending continues to grow at a steady rate, although this has cooled somewhat relative to 2017’s forecast. Business investment has grown moderately over the past year with net trade making a positive contribution to GDP growth.

#### Public spending to 2020

1.3.19 Significant progress has been made since the 2009/10 fiscal year, with the deficit having fallen by 75% – from 9.9% to 1.9%. The OBR expects the deficit to remain below 2% of GDP and, after a modest rise in 2019/20, to fall slowly over the following four years to 2023/24. The central forecast is for a structural deficit of 1.6% in 2019/20 and 1.3% in 2020/21.

1.3.20 The OBR revised its underlying borrowing forecast, predicting that it will be around £12 billion lower in 2018/19 than it forecast in March 2018, approximately £2 billion lower in the following three years and less than £1 billion lower in 2022/23. The (revised) net borrowing as a percentage of GDP figure will rise slightly to 1.4% in 2019/20, up from 1.2% in 2018/19.

1.3.21 Public debt peaked in 2016/17 and is now falling, with the OBR forecasting a drop in the debt-to-GDP ratio for each year in the forecast period. On average, spending on public services will grow 1.2% above inflation a year from next year until 2023/24.

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

##### London Business Rates Pooling

1.3.22 For the 2018/19 financial year the council has been part of the London Business Rates Pool. The principles operated within the pool for the current financial year are that 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 could not be worse off than the participating authorities would have been collectively if they had not entered the pilot pool; no “new burdens” were to be transferred to London and participation in the pilot would not affect the development or implementation of the Fair Funding review (currently anticipated in 2020/21).

1.3.23 Distribution - All authorities within the pool receive at least as much from the pool as they would have under the previous 50% retention scheme. Any additional net benefits of the pool –approximately £240m in 2018/19 – is 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”

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

1.3.24 The arrangements for the pool are changing for the 2019/20 financial year. The pool is moving to 75% retention, in line with the other pilot pools agreed for 2019/20. This is also without a “no detriment” guarantee. The “no detriment” guarantee was helpful in ensuring that the council was comfortable to enter the current pilot, but its financial significance is limited: the prospect of London’s overall tax base declining in the single year 2019/20 to such an extent that the guarantee would be triggered is remote.

1.3.25 The financial benefit of a 75% retention pilot would depend on the level of growth in business rate income across the capital next year, which cannot currently be accurately calculated. However, given the level of growth already anticipated to be achieved in 2018/19, London could expect to collectively retain additional business rates in 2019/20 of approximately £200m even without any additional year-on-year growth. Under the agreed distribution mechanism, this would lead to an additional £109m for the boroughs and the City of London, £61m for the GLA and £30m for the Strategic Investment Pot. It is anticipated this would mean an estimated £2.7m additional funding to Barnet.

### Children’s and Education Services

#### *Children’s Services Improvement*

1.3.26 In April and May 2017, Children’s services in Barnet were judged by Ofsted to be inadequate when they undertook an ‘Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board’. The Council fully accepted the findings of the report and has been working collectively with the partnership to drive the improvements needed to transform services for children, young people and their families from inadequate to good.

1.3.27 In June 2017, the Policy and Resources Committee agreed to invest an additional £5.7m in Family Services. The original savings target for the Children, Education and Safeguarding Committee for 2018/19-2019/20 of £8.303m, was also reviewed and revised to £4.435m in the 2018/19 Policy and Resource Committee Business Planning Report. This investment in additional resources has seen a significant decrease in caseloads and increase in management oversight in order to deliver safe, high quality practice. There have been five

Ofsted monitoring visits to date which have indicated that there is steady progress. The most recent letter following a monitoring visit at the end of November stated that 'the pace of change is purposeful and steady in order to further develop services and consolidate previous improvements to practice.'

### *Schools Funding*

1.3.28 There has been increasing pressure on high needs block ("High Needs") budgets across the country, as a result of demographic growth, the increasing complexity of needs and the impact of the government's special educational needs reforms (in particular extending educational provision for pupils with special educational needs from 0 to 18 year olds to 0 to 25 year olds). Across 27 London Boroughs there is an overall overspend on High Needs budgets of £55.7m. These pressures have impacted on the council's High Needs budget this year, which is now forecasting an overspend of over £0.525m in 2018-19, despite savings of £1.2m having already been made.

1.3.29 The Secretary of State recently announced the allocation of an additional £250m of High Needs funding for local authorities. The allocation for Barnet is £0.964m in each year for 2018-19 and 2019-20. The council has therefore withdrawn its application to the Secretary of State to approve the transfer of 0.5% of the Schools Block (£1.26m) to the High Needs Block in 2019-20. The council was also notified by the DfE that the Secretary of State has approved the council's request that it be allowed to charge £1 million to the budget shares of maintained primary and secondary schools, as a contribution towards the cost of central services, previously funded from the Education Services Grant. The £1m charge for ESG services to maintained schools and an additional £200k of de-delegation for school improvement, which was previously agreed at Schools Forum, mean that individual maintained schools will lose between £6,000 and £36,000 (varying with the size of school).

### *Strategic Contract Review*

1.3.30 At its meeting on 19 July 2018, Policy and Resources Committee considered a report setting out proposals for reviewing the council's strategic partnership with Capita. The report set out three broad options for the future of the partnership, covering both the CSG and the RE contracts in their entirety. These were: Option 1: Maintain the status quo in relation to the contracts; Option 2: Re-shape the contracts to better align service delivery to the council and Capita's strengths and priorities, and; Option 3: Bring the partnership to an end and either bring services back in house or re-procure them.

1.3.31 It was resolved at that meeting that the Committee agreed to review the council's partnership with Capita, and authorises the Chief Executive to develop a Full Business Case around the following strategic aims:

- Deliver high quality services;
- Secure best value for money for Barnet's residents; and
- Strengthen the council's strategic control of services.

- 1.3.32 In December 2018, this Committee received a report updating on the progress of developing a full business case for the transfer of services back from Capita to the council. The Committee resolved that a phased approach be adopted, whereby services are examined in detail on a phased basis, with recommendations regarding the future delivery arrangements for each group of services being brought to this Committee upon the conclusion of each phase of work. This approach does not preclude all services being returned to the council at any time, should it be so decided.
- 1.3.33 By the December 2018 Committee, there had been a more detailed assessment of the Finance and Strategic HR services and the decision was made to delegate authority to the Chief Executive to insource Finance and Strategic HR by the 1<sup>st</sup> April 2019 subject to the outcome of consultation. Any transfer will be executed through a Contract Change Notice. The adjustment to the management fee has been agreed between the council and Capita.
- 1.3.34 The budget transfer associated will reduce the CSG budget by £3.300m and increase Finance by £2.958m and Strategic HR by £0.743m. This creates an additional cost pressure relating to increased pension costs of approximately £400k in 2019/20, which has been addressed in the MTFS presented at Appendix B.

### Adult Social Care

- 1.3.35 A recent benchmarking exercise based on 2017 figures showed that Barnet was the 31<sup>st</sup> lowest spending authority on adult social care out of 152 England authorities (where 1=lowest and 152=highest), decreasing from the 34<sup>th</sup> lowest in 2014.
- 1.3.36 The total adult social care net budget for 2018/19 is £95.4m. There is continued pressure on this budget, largely driven by the numbers of adults requiring care and support, the complexity of presenting care needs and inflation of providers' care costs.
- 1.3.37 Barnet's challenge is echoed nationally, with the Joint Select Committee for Health and Local Government stating that 'social care [is] under great strain due to rising demand for services at a time of increasing costs and reductions in social care budgets'. According to reports, the pressure from increasing levels of social care need based on increasing number of older adults and adults with disabilities has been estimated at 2.8%, contributing to a funding gap in London of over £250m by the end of the decade. The recently published National Audit Office Factsheet sets out the links between increasing longevity, increasing social care needs (including complexity of need) and increases in the costs of care.
- 1.3.38 The Adult Social Care Outcomes Framework (ASCOF) 2017/18, a national performance report, showed that the council:

- Maintained or improved on strong performance against key indicators for strengths-based practice, ranking highly in our comparator group of 16 authorities;
- Had a 63.6% overall satisfaction rate (the proportion of people who were “very” or “extremely” satisfied with their care and support), second highest in our comparator group, an increase of 1.9% on the previous year;
- Continued to admit relatively few people to residential care, with the second lowest admissions rate for older adults and the fourth lowest for working age adults (within our comparator group);
- Enabled positive outcomes for adults with learning disabilities, with 78.7% supported to live independently, an increase of 7.1% on the previous year;
- Performed less well in supporting people with mental health issues into employment and stable accommodation, respectively ranking 12<sup>th</sup> and 15<sup>th</sup> in the comparator group; and
- Improved performance in relation to joint working with the NHS, for example in numbers of delayed transfers of care (DToC) from hospital, which fell from 6.2 to 3.9 delays per day per 100,000 people.

### Housing

1.3.39 The 2018 Autumn Budget included a number of measures aimed at increasing housing supply including:

- The Housing Revenue Account cap that controls local authority borrowing for house building has been abolished from 29 October 2018 in England, enabling councils to increase house building 10,000 homes per year;
- An increase in the Housing Infrastructure Fund of £500m to a total of £5.5bn. This is expected to unlock a further 650,000 new homes;
- Confirmation that the Government will introduce a simpler system of developer contributions that provides more certainty for developers and local authorities, while enabling the capture of a greater share of uplift in land values for infrastructure and affordable housing;
- Creation of a £675m of a future high street fund to support councils to draw up formal plans for the transformation of their high streets, supporting them to invest in the improvements they need to facilitate redevelopment of underused retail and commercial areas into residential;
- From April 2021, a new Help to Buy Equity Loan scheme will run for 2 years before closing in March 2023. The new scheme will be available for first time buyers only, and for houses with a market value up to new regional property price caps; and

- Stamp duty relief will be extended to first-time buyers of shared ownership properties up to £500,000, the government has announced, with the relief applied retrospectively to the time of the previous Budget.

#### North London Waste Authority (NLWA)

1.3.40 In 2018/19 £12.175 million is projected to be spent on waste treatment and disposal for the year 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 of our waste are low compared to other areas of London. 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).

1.3.41 The NLWA 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. NLWA has agreed that the energy recovery facility will be funded through direct public borrowing and will be operated by its contractor, LondonEnergy Limited. The increases in levy are not expected to be linear therefore in order to avoid the shock of sudden large increases in future years, the council set a financial strategy of setting aside a £1m increase per year for the next 6 years. As a result of increasing cost pressures elsewhere within the council, this strategy has been delayed by 12 months in the current MTFS.

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

1.4.1 Barnet has been innovative in its approach to tackling the challenges local government faces. The council has been open to new ways of doing things and working closely with partners across the public, private and voluntary sectors. It is vitally important that Barnet continues this approach to ensure that it is well placed to meet current and future challenges, and continues to be a successful London borough.

1.4.2 The council will continue to focus on the best possible outcomes for Barnet, thus utilising a combination of internal, external, and shared service deliveries to achieve this. As part of meeting these strategic objectives, the council will ensure that all residents are treated equally, with understanding and respect, and will have access to quality services which provide value to the taxpayer. Our job is to work together and deliver:

- successful places
- resilient communities
- quality services
- great outcomes

The scale of the ongoing financial challenges means the way we deliver our services will need to change and there will be some difficult choices to make to

ensure that savings are achieved, but not at the expense of delivering quality services and protecting our most vulnerable residents.

- 1.4.3 These challenges do, however, present opportunities for us as a council to further build on the progress we have already made in areas such as supporting people into employment. To continue to do so 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 help pay for services. Through using the proceeds of growth to invest in our borough's infrastructure, we are ensuring the sustainability of the council by laying the groundwork for (local) future income generation.

#### Savings Proposals

- 1.4.4 The proposed budget for 2019/20 reflects a budget gap of £25.323m, with savings proposals identified of £19.965m and use of reserves £5.357m to reach a balanced position.

	<b>2019/20 £m</b>
Budget Gap	25.323
Proposed Savings	(19.965)
Use of Reserves	(5.357)
<b>Budget Gap after savings</b>	<b>0</b>

- 1.4.5 Potential additional saving options in Adults services (highlighted in the table below under 'Adults pipeline savings'), of around £5.5m, were not presented to the Adults and Safeguarding Committee as firm proposals given their challenging nature, however if these savings ideas are not recognised, a larger MTFS gap occurs. These saving proposals, therefore, require detailed consideration before final inclusion in our MTFS. If they cannot be achieved, further savings will need to be identified elsewhere in the council to achieve the required balanced position.

- 1.4.6 Following a readiness assessment of savings to be delivered for 2019/20 it has been necessary to remove or adjust a number of items in order to set a robust and achievable budget. The net adjustment to those presented to the Committee in December is shown below:

	Savings Adjustment					
	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000	£000
<b>Total Savings Adjustment</b>	<b>(635)</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(590)</b>

- 1.4.7 The savings proposed have been fully recognised within the MTFS however, there are potential delivery risks which will be managed as plans progress.

1.4.8 The savings identified by Theme Committees from 2019/20 through to 2023/24 are as below:

Theme Committees	19/20	20/21	21/22	22/23	23/24	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(6,081)	(3,402)	(1,724)	(1,332)	(1,092)	(13,631)
Assets, Regeneration & Growth*	(1,064)	(2,273)	(1,757)	(700)	(500)	(6,294)
Children, Education & Libraries	(3,912)	(1,959)	(1,009)	(1,404)	(1,509)	(9,793)
Community Leadership	(243)	-	-	-	-	(243)
Environment	(4,630)	(3,800)	(1,800)	(2,400)	(2,500)	(15,130)
Housing**	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)
Policy & Resources	(2,312)	(1,827)	(661)	(434)	(361)	(5,595)
Public Health	(1,132)	(424)	(310)	(350)	(352)	(2,568)
<b>Identified Savings</b>	<b>(20,622)</b>	<b>(14,554)</b>	<b>(8,901)</b>	<b>(8,280)</b>	<b>(7,551)</b>	<b>(59,908)</b>
Adults Pipeline Savings	-	-	(1,200)	(2,375)	(1,950)	(5,525)
<b>Total Savings</b>	<b>(20,622)</b>	<b>(14,554)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(65,433)</b>
CT growth and CT support savings (shown as CT income)	(657)	-	-	-	-	(657)
<b>Savings as per MTFS</b>	<b>(19,965)</b>	<b>(14,554)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(64,776)</b>

\* Includes a further increase in Council Tax base which will be delivered as an increase in Council Tax rather than a reduction in net budget.

\*\* Several of the Housing savings are currently subject to review in relation to the application of Minimum Revenue Provision. Should this review require significant alterations to the business case for the proposals they will be re-presented to the Committee for approval.

1.4.9 The detailed savings plans are included at Appendix D1 and D2.

#### Fees and Charges (Policy & Resources)

1.4.10 A schedule of fees and charges for 2019/20 is set out in Appendix H for noting.

## **1.5 Financial Strategies**

### Overarching financial strategy

1.5.1 Policy and Resources Committee are requested to reaffirm their commitment to the financial strategy below by endorsing it for approval by Council.

- 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.
- to invest in the council's agreed priorities;
- where grants are ceasing or funding streams of services are reducing, that exit strategies must be developed and adhered to;
- to align budgeting and service planning, ensuring that any reductions required are considered within a corporate and strategic framework, and impacts on other services are fully taken into account; and
- to ensure that savings are genuinely achievable, that the estimated financial implications are robust and subject to an assessment in accordance with equalities legislation.

## Review of the Medium Term Financial Strategy (MTFS)

### MTFS Summary

- 1.5.2 The MTFS presented to the Committee displays a balanced position for 2019/20 when accounting for a planned use of reserves of £5.357m. The overall deficit increases for 2020/21 (towards which a further £2.965m of reserves is proposed) however this dissolves into a balanced position as savings in the later part of the MTFS are delivered. Indeed the MTFS seeks to transfer funding back into reserves in 2022/23 and 2023/24.
- 1.5.3 The council has assumed the benefit from Business Rates localisation does not continue into 2020/21. Whilst this may be considered a cautious view, there is presently no guarantee that the London Business Rates Pool will continue beyond 2019/20.
- 1.5.4 Additionally, the MTFS recognises £3.9m of grants towards the cost of Social Care (both adults and children's) in 2019/20 only due to confirmation being received just for that year. Clearly the national pressure caused by increased demand for social care will not go away in 2020/21 so it is likely that the government will continue this funding. The key risk to this assumption would be the impact of the Fair Funding Review, due to be implemented for 2020/21.
- 1.5.5 The MTFS presented includes significant additional funding towards service pressures. This is intended to resolve the carried forward budget deficits together with meeting the growth in costs associated with increasing demand. Cost increases as a result of pay and non-pay inflation are also provided for at broadly the same level as forecast inflation levels.
- 1.5.6 The December 2018 Local Government Finance Settlement allocated an additional £0.900m in 2018/19 as a result of business rate levy surplus distribution. The council proposes to allocate as follows:
- £0.500m in 2019/20 in order to create a non-recurrent fund for discretionary allowances relating to the implementation of the revised Council Tax Support scheme.

- £0.300m to be allocated to Streetscene in 2018/19 in order to bridge the delay in delivery of the savings resulting from the rounds reorganisation
- £0.100m is proposed to be allocated to the finance service in order to maintain the level of performance during transition and during the production of the authority's Statement of Accounts.

1.5.7 The benefit estimated by the council of being part of the London wide Business Rates Pool is £2.7m. Should the benefit be greater than this value then the call on reserves to balance the MTFS will be reduced by the corresponding increase.

1.5.8 The following paragraphs explore the elements contained within the MTFS in further detail.

#### Assumptions contained within the MTFS

1.5.9 The assumptions relating to key items of income and expenditure within the MTFS are included in the table below. Other key items are discussed in further detail in the subsequent paragraphs.

Item	2019/20	2020/21	2021/22	2022/23	2023/24
Business Rates Multiplier	2.9%	2.4%	2.2%	0.0%	0.0%
Council Tax	2.99%	2.99%	2.99%	2.99%	2.99%
Social Care Precept	0.0%	0.0%	0.0%	0.0%	0.0%
Increase in Council Tax Base (No of Band D Equivalents)	2,512	1,750	1,316	1,532	1,212
Revenue Support Grant	(37.6%)	-	-	-	-
New Homes Bonus (£m)	0.658	0.390	1.004	(0.507)	-
Consumer Price Index (CPI)	2.0%	2.0%	2.1%	2.1%	2.1%
Pay Award	2.0%	2.0%	2.1%	2.1%	2.1%
Superannuation Rate	27.9%	27.9%	27.9%	27.9%	27.9%
Borrowing Rates – Long Term	3.00%	3.20%	3.40%	3.40%	3.40%

#### Service Pressures & Growth requests

1.5.10 As part of the budget setting process, services were canvassed for the pressures that they expect to either carry forward from the current financial year, or those that they expect to occur next year. Further information relating to service risks and pressures has been reviewed since the December 2018 Committee Meeting and the table below summarises the amounts proposed to be funded. This funding of pressures is included within the MTFS presented at Appendix B.

1.5.11 The budget allocations proposed will fully fund previous structural budget problems together with the brought forward overspends across the council.

Service Area	Proposed Pressures Funding £'000	Growth or Existing Pressure carried forward £'000
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### **Adults & Safeguarding**

Brought forward cost pressures above budgeted level	856	Existing
Anticipated change in complexity of cases	780	Growth
Increased requirement for DoLS assessments	100	Growth
Increase due to Ordinary Residents cases	600	Growth
Investment into telecare equipment	450	Growth

<b>Total Adults &amp; Safeguarding</b>	<b>2,786</b>	
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### **Assets, Regeneration & Growth**

Estates remaining structural overspend	919	Existing
Resolution of historical over budgeting for income	810	Existing
Legal costs associated with planning decisions being overturned	165	Existing

<b>Total Assets, Regeneration &amp; Growth</b>	<b>1,894</b>	
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### **Children, Education, Libraries**

Brought forward cost pressures above budgeted level	1,120	Existing
Growth to fund additional staffing required to meet caseloads	360	Growth
Demographics and complexity (placements)	1,400	Growth
Costs associated with increased Special Guardianship Orders	200	Growth
Growth in mental health services for children and young adults	400	Growth

<b>Total Children, Education, Libraries</b>	<b>3,480</b>	
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### **Community Leadership Committee**

Registrars removal of permanent in income	180	Existing
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<b>Total Community Leadership Committee</b>	<b>180</b>	
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### **Environment Committee**

Removal of permanent shortfall in LIP income	500	Existing
Streetscene Pressures	300	Existing
Funding set aside for environmental improvements	1,000	Growth

<b>Total Environment Committee</b>	<b>1,800</b>	
<b><u>Housing Committee</u></b>		
Temporary Accommodation activity increase	500	Existing
<b>Total Housing Committee</b>	<b>500</b>	
<b><u>Policy &amp; Resources</u></b>		
Internal Audit Service Growth	116	Growth
Emergency Planning Resilience to London wide standard	160	Growth
HB Public Law legal costs budget 'rightsize'	600	Existing
Reduction of Interest Receivable income budget	440	Growth
Removal of permanent income shortfall within CSG managed budgets	812	Existing
Increased pension costs of insourcing Finance and Strategic HR	400	Growth
<b>Total Policy &amp; Resources</b>	<b>2,528</b>	
<b>Total Council Pressures</b>	<b>13,168</b>	

1.5.12 In addition to the budget changes proposed in the table above, it is necessary to adjust the budgets for service areas in relation to the removal of an internal recharge mechanism relating to agency staff.

1.5.13 Previously when service areas paid the cost of their agency workers, a premium was applied in the form of an administrative charge which was then credited to a central budget within the council. Under the new payment arrangements, no such premium is applied or credited. This means that service areas will benefit as the costs being charged to service areas are lower, however, this leaves a funding gap where the premium used to be credited to. In order to correct this, service areas will see a budget reduction as set out in the table below. This reduction will be used to eradicate the expectation of recharge income within central budgets. The impact of this change will effectively be nil on service areas as both the costs and budgets will be reduced by the same amount.

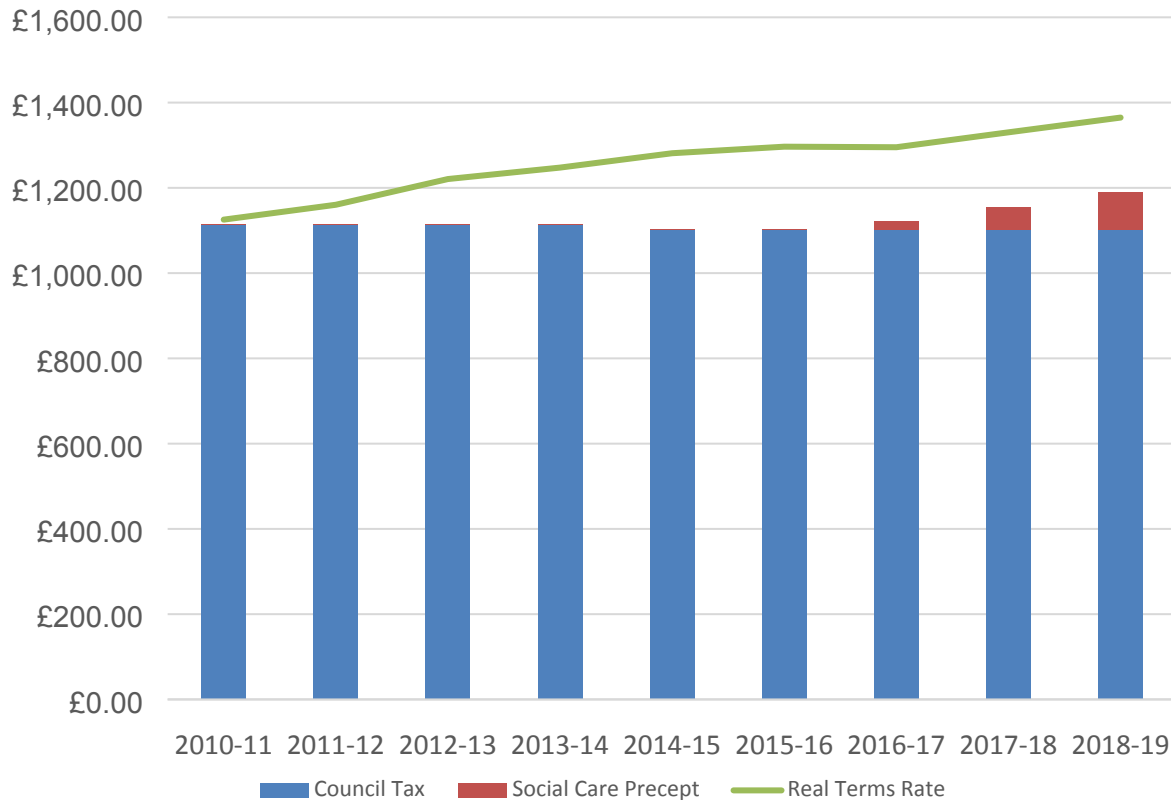
1.5.14 The budget changes to be implemented will be agreed with service directors but will be based on prevailing levels of agency expenditure. For context, the adjustment that would be applied based on 2018/19 forecast expenditure is shown in the table below:

Service	Budget & Cost Reduction £m
Adults & Communities	0.300
Assurance	0.002

Commissioning	0.162
Family Services	1.189
Street Scene	0.290
<b>Total</b>	<b>1.943</b>

### Council Tax

- 1.5.15 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.
- 1.5.16 The council has already taken the maximum allowed flexibility to apply a social care precept over the past three financial years. No further flexibilities are allowed and therefore there is no additional precept included within the MTFS.
- 1.5.17 As can be seen in the summary of assumptions in paragraph 1.5.9, the MTFS assumes an annual increase in each of the financial years of 2.99% for general council tax.
- 1.5.18 The proposed increase in general council tax will be the first increase for nearly a decade. Over that time, the council's income from council tax has not kept pace with inflation which can be seen in the graphic below. Even with the assumed increases in rate, by 2024 Barnet's Council Tax will be around £150 less per year than if general inflationary rises had been applied every year since 2009.



1.5.19 The Budget Consultation undertaken by the council sought the views of citizens on the proposal to increase Council Tax for 2019/20. Over half of respondents (56%) support the council's proposal to increase general Council Tax by 2.99% in 2019/20. Just over a quarter of respondents (28%) oppose the increase.

#### Council Tax Base

1.5.20 Calculating 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 C. The Chief Finance Officer, under delegated powers, has determined the 2019/20 council tax base to be 145,560 (Band D equivalents), the calculations are show in the following table.

Council Tax Base	2018/19	2019/20
	Band D Equivalents	Band D Equivalents
Total properties (per Valuation List)	172,575	174,811
Exemptions	(2,641)	(2,866)
Disabled reductions	(112)	(115)
Discounts (10%, 25% & 50%)	(28,272)	(27,869)
Adjustments	2,517	3,806
Aggregate Relevant Amounts	144,067	147,767
Non-Collection (1.5% both years)	(2,163)	(2,215)
Contributions in lieu from MoD	14	8

	141,918	145,560
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### *Council Tax Rate*

1.5.21 Within the provisional Local Government Finance Settlement the Government confirmed that the level that it considers excessive for general council tax increases in 2019/20 is 3%. Should the Council wish to raise the level by that amount above, a referendum of the local electorate must be held. For 2019/20 a 2.99% increase has been included in the MTFS.

1.5.22 The council has already taken the maximum allowed flexibility to apply a social care precept over the past three financial years. It has been assumed that no further flexibilities will be allowed and therefore there is no additional precept included within the MTFS.

<b>Budget</b>	2018/2019 Original	2018/2019 Current	2019/20 Original
	£	£	£
<b>Total service expenditure</b>	<b>285,650,880</b>	<b>293,341,880</b>	<b>299,652,880</b>
Contribution to / (from) specific reserves	(2,750,126)	(2,750,126)	(5,357,436)
<b>Net expenditure</b>	<b>282,900,754</b>	<b>290,591,754</b>	<b>294,295,444</b>
Other grants	(32,020,000)	(38,311,000)	(47,399,000)
<b>Budget requirement</b>	<b>250,880,754</b>	<b>252,280,754</b>	<b>246,896,444</b>
Business rates retention	(74,360,000)	(75,760,000)	(68,600,000)
Business rates top-up	0	0	0
<b>Business rates income</b>	<b>(74,360,000)</b>	<b>(75,760,000)</b>	<b>(68,600,000)</b>
Revenue Support Grant	0	0	0
Collection fund adjustments	(7,732,000)	(7,732,000)	0
<b>Barnet's element of council tax requirement</b>	<b>168,788,754</b>	<b>168,788,754</b>	<b>178,296,444</b>
<b>Basic amount of tax</b>	<b>1,189.34</b>	<b>1,189.34</b>	<b>1,224.90</b>
<b>GLA tax</b>	<b>294.23</b>	<b>294.23</b>	<b>320.51</b>
<b>Total council tax (band d equivalent)</b>	<b>1,483.57</b>	<b>1,483.57</b>	<b>1,545.41</b>

1.5.23 The provisional Greater London Authority (GLA) precept is £46,653,436 making the total estimated demand on the collection fund and Council Tax requirement £224,949,880.

Barnet's Council Tax Requirement	£178,296,444
Greater London Authority	£46,653,436
<b>Total Requirement for Council Tax</b>	<b>£224,949,880</b>

1.5.24 Should the proposed 2.99% increase in council tax rate be applied, the Council Tax for Barnet each category of dwelling will be:

Council Tax Band	Barnet	GLA	Total
A	816.60	213.67	1,030.27
B	952.70	249.29	1,201.99
C	1,088.80	284.90	1,373.70
D	1,224.90	320.51	1,545.41
E	1,497.10	391.73	1,888.83
F	1,769.30	462.96	2,232.26
G	2,041.50	534.18	2,575.68
H	2,449.80	641.02	3,090.82

1.5.25 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

1.5.26 The Council Tax Support scheme helps residents on low incomes to pay their Council Tax. Under the current scheme, a working-age household liable for Council Tax could get up to 80% of the charge paid through the scheme, dependent upon their circumstances (Working-age is anyone under Pension Credit age).

1.5.27 A new simplified version of the scheme was agreed by Council on the 18<sup>th</sup> December 2018 to bring the scheme in line with Universal Credit and help reduce the overall cost of the scheme.

1.5.28 The impact of the change in scheme has been factored in to the Council Tax Base and MTFS.

#### Empty Homes Premium

1.5.29 Currently where a property liable for council tax has been unoccupied and unfurnished for 2 or more years a 50% premium is applied to the liability. This results in the liable party being responsible for 150% of the normal charge.

1.5.30 The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 has recently received Royal Assent and for 2019/20 the premium will rise from 50% to a maximum of 100%.



1.5.31 The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 also amends the maximum premium levels for 2020/21 and for 2021/22 as below:

Financial Year	Period	Applicable Premium
2020/21	Properties empty between 2 years	100% increase
2020/21	Properties empty over 5 years	200% increase
2021/22	Properties empty between 2 years to 5 years	100% increase
2021/22	Properties empty between 5 years to 10 years	200% increase
2021/22	Properties empty over 10 years	300% increase

1.5.32 It is proposed that the council increase the premium charged within Barnet from 50% to the maximum permitted in each financial year detailed above. Increasing the premium from April 2019 will generate an estimated additional council tax of £238,000 per annum. Increasing the premium may encourage those in control of long-term empty properties to bring them back into use providing additional housing within Barnet. This additional income has been factored into the MTFS presented at Appendix B.

### Contingency

1.5.33 The contingency budget is a useful tool in effective financial management of an organisation. It provides a mechanism to allocate additional funding on a temporary or permanent basis during the financial year. This allows the recognition and funding of costs over and above those included within the council's base budget. It is a more appropriate mechanism than the use of one-off funding, such as reserves, in meeting the costs of pressures as it enables the council to 'live within its means' both in the short and longer term. This therefore supports the delivery of the organisation's overall financial strategy.

1.5.34 The proposed MTFS allows a general, uncommitted contingency of around £1.8m in 2019/20. This is around £0.7m less than anticipated in December 2018 as a result of funding additional pressures across the council. This amount rises across the rest of the MTFS to recognise the inclusion of a risk factor around the savings proposals. This approach has been taken to recognise that some of the proposals are at an early stage of development. As the MTFS is reviewed in future periods, these amounts will be considered against the prevailing risks to delivery.

### Grossing up of grant allocations

1.5.35 The MTFS has recognised non-ringfenced grant income and an equal value of expenditure. This 'grossing up' ensures that the MTFS shows all of the available funding sources which underpin the council's expenditure. The grants which have been included in this exercise are:

- London Crime Prevention Fund

- Flexible Homelessness Support Grant
- Special Educational Needs and Disability
- IBCF

#### Other key areas of council funding

1.5.36 A narrative about other key areas of funding are as follows:

#### *Better Care Fund (BCF)*

1.5.37 The BCF is the national programme, through which local areas agree how to spend a local pooled budget in accordance with the programme's national requirements. The pooled budget is made up of CCG funding as well as local government grants, of which one is the iBCF. The iBCF was first announced in the 2015 Spending Review, and was increased in the 2017 Spring Budget.

1.5.38 IBCF grant can be spent on commissioning care, subject to the conditions set out in the grant determination, as soon as plans for spending the grant have been locally agreed with clinical commissioning groups involved in agreeing the Better Care Fund plan.

1.5.39 The 2018/19 Barnet BCF allocation is £25.5m 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.

1.5.40 In 2018/19 the Council was allocated £7.08m of BCF funding for the protection of social care.

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

1.5.42 The success of the BCF and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions, reduction in delayed transfers of care, admissions to residential and care homes and the effectiveness of reablement.

1.5.43 The core elements of the BCF plan are services for frail and older people and those with long term conditions (LTCs), such as: Rapid Response Team, delivery of seven day services which support the system in managing delayed transfers of care (DTOCs) provision of community equipment, support to care homes delivered by the Care Quality Team and prevention services including Later Lifer Planners. 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.

1.5.44 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.

### *The Schools Budget*

1.5.45 In late July 2018, the DfE published announcements and guidance detailing their continued proposals for implementation of a National Funding Formula for schools and high needs. The main structure of the National Funding Formula is not changing, but there have been minor changes to some of the calculations of elements of Schools Block funding to Local Authorities. In their July announcement, the DfE also advised that Local Authorities will be able to continue transition to the National Funding Formula (soft formula) in 2020/21 rather than having to move to the 'hard' National Funding Formula in that year, as previously expected.

1.5.46 Because of the financial pressures it is facing, the council felt it necessary to consult schools and the Schools Forum on the following three proposals during November 2018:

- A proposal to fund some services, previously funded from the Education Services Grant, from the budget shares of maintained primary and secondary schools.
- A proposal to increase de-delegation from maintained school budgets in order to continue the school improvement (Learning Network Inspector) service in its current form.
- A proposal to transfer 0.5% of the Schools Block to the High Needs Block.

1.5.47 The Schools Forum agreed at its meeting on 27 November to the proposal to increase de-delegation from maintained school budgets, in order to continue the school improvement (LNI) service in its current form; but the Forum voted against the other two proposals. In respect of the other two proposals, the Children, Education and Safeguarding Committee agreed to give delegated authority to the Strategic Director, Children and Young People to submit an application to the Secretary of State for a decision, following discussion with the Chairman of the Children, Education and Safeguarding Committee. That referral, requesting that the Secretary of State approve the two proposals, was submitted on 30 November.

1.5.48 In addition, the Leader of the Council wrote to the Secretary of State requesting support for the proposals whilst also urging him to increase national funding for schools, in particular for pupils with special educational needs. At the same time, the Chairman of this committee wrote to local MPs explaining the council's proposals and asking them to support the council in urging the Government to increase funding for schools from the next financial year.

1.5.49 The Schools Budget is mainly funded through the Dedicated Schools Grant (DSG). For 2019/20 this is made up of four main funding streams, also known as blocks, under the National Funding Formula (NFF) arrangements:

- Schools Block
- Early Years Block

- High Needs Block
- Central School Services Block

1.5.50 The Schools Block (SB) allocates funding for pupils in Reception to Year 11 in state-funded mainstream schools and academies. The Early Years block (EYB) funds early education entitlements for 2, 3 and 4-year-olds in private, voluntary and independent settings, maintained nursery schools and school nursery classes. The funding for 2-year olds is specifically for pupils from households with low incomes. The High Needs Block (HNB) supports provision for vulnerable children and young people, mainly those with special educational needs and disabilities (SEND) from their early years to age 25, enabling both local authorities and institutions to meet their statutory duties under the [Children and Families Act 2014](#). The Department for Education (DfE) created a Central Schools Services Block (CSSB) in 2018/19, using the baseline of the schools block in 2017/18. The CSSB covers funding for historic commitments and funding for ongoing and statutory responsibilities.

1.5.51 The DfE announced allocations of the gross DSG to local authorities on 17 December 2018. The figures confirm the Schools Block and the Central School Services Block. However, the High Needs Block and the Early Years Block are indicative at this stage and will change during 2019.

1.5.52 On the same day, the Secretary of State announced the allocation of an additional £250m of High Needs funding for local authorities 'on top of existing High Needs allocations', with half to be paid in 2018/19 and the rest in 2019/20. The allocation for Barnet is £0.964m in each year for 2018/19 and 2019/20.

1.5.53 Taking account of this injection of additional funding, the council has withdrawn its application to the Secretary of State to approve the transfer of 0.5% of the Schools Block (about £1.26m) to the High Needs Block in 2019/20. This means in effect that there is now £1.26m more for distribution through the local school funding formula than would have been the case had the transfer to the High Needs block taken place.

1.5.54 The council was notified by the DfE on 15<sup>th</sup> January that the Secretary of State has approved the council's request that it be allowed to charge £1.000m to the budget shares of maintained primary and secondary schools, as a contribution towards the cost of central services, previously funded from the Education Services Grant. This will now be reflected in the budget allocations to maintained schools.

1.5.55 Post 16 Funding for 6<sup>th</sup> Forms is not received as part of the Dedicated Schools Grant(DSG) as per table 1. Final figures for 2019/20 will not be known until July 2019, but is estimated to be £5.417m.

1.5.56 The indicative DSG budget for 2019/20 by block is set out in Table 1 below.

<b>Table 1 – DSG Allocations and the Indicative Schools Budget</b>	<b>Schools Block</b>	<b>High Needs Block</b>	<b>Early Years Block</b>	<b>Central Block</b>	<b>Total DSG</b>
	£m	£m	£m	£m	£m
Budget Monitoring as at September 2018	142.040	43.717	29.037	2.120	216.914
Add: Additional Funding		0.964			0.964
<b>Month 9 Monitor (Net)</b>	<b>142.040</b>	<b>44.681</b>	<b>29.037</b>	<b>2.120</b>	<b>217.878</b>
Add: Academy Funding	106.633				106.633
Add: Funding for places at Academies		4.492			4.492
<b>2018-19 Gross DSG as at December 2018</b>	<b>248.673</b>	<b>49.173</b>	<b>29.037</b>	<b>2.120</b>	<b>329.003</b>
<b>Movement from 2018-19</b>					
*Growth Fund, premises and NNDR allocation	4.572				4.572
Pupil growth	0.945	0.803	0.014	0.057	1.820
Add: Additional Funding		0.964			0.964
<b>2019-20 Gross DSG Block as announced</b>	<b>254.190</b>	<b>49.977</b>	<b>29.051</b>	<b>2.177</b>	<b>335.395</b>
Less: Academy Funding (Recoupment - confirmed in March 2019)	(110.614)				(110.614)
Less: Funding for HN places at Academies		(4.771)			(4.771)
<b>2019-20 Net DSG Income</b>	<b>143.576</b>	<b>45.206</b>	<b>29.051</b>	<b>2.177</b>	<b>220.210</b>

\*Note: For the first time in 2019/20, the DfE has used a formula approach to calculating the Growth Fund rather than historic budgets. As a result of this change, the Growth Fund allocation for 2019/20 is £1.722m; this is to cover one-off costs of setting up new schools and diseconomy funding, expanding existing schools and in-year and ongoing temporary 'bulge' classes. The cost of additional pupils in new and growing schools in 2019/20 exceeds £1m (mainly Saracens High and Ark Pioneer Academies). The formula funding allocations to all schools, through the Authority Proforma Tool (APT), is £252.642m after deduction of the Growth Fund.

1.5.57 The allocation for the Schools Block is based on October 2018 school census data. A minimum Funding Guarantee of 0% means that no Primary or Secondary school will receive less money per pupil through the formula in 2019/20 than it did in 2018/19. For maintained schools this is the case before any additional charges to their budgets, as a result of increased de-delegation or for services previously funded from the Education Services Grant. To ensure this level of MFG protection is affordable, a cap on gains of 0.5% per pupil has been set for any schools gaining from the National Funding Formula.

1.5.58 **Schools Block** - The 2019/20 SB Income is based on the following rates:

- £4,403.00 Primary unit of funding based on 30,051 primary pupils (October 2018 census)
- £5,713.32 Secondary unit of funding based on 20,532 secondary pupils (October 2018 census)

- £4.572m of funding for Pupil Growth, Premises and Mobility - historic spend/ not Area Cost Adjustment (ACA) adjusted.
- TOTAL = £254.190m

**1.5.59 High Needs Block** - The provisional HNB income for Barnet has been calculated as follows:

- £45.473m - Actual High Needs NFF allocation
- £3.050m - based on a £4,446.45 per pupil Area Cost Adjustment (ACA) weighted base rate \* 686 (pupils in special schools/ academies based on the October 2018 census)
- £0.489m - Import/export adjustment £6,000 \* 81.5 (net imported) pupils
- £0.964m – Additional High Needs Funding
- TOTAL = £49.977m

This represents a minimum 1.0 % increase per head of 2-18 population on baseline funding in 2017/18. The final import/ export adjustment (81.5 net imported pupils in Barnet) data will be amended based on January 2019 school and FE providers' HN pupil census data.

**1.5.60 Early Years Block** – The EYB is estimated using early years numbers taken from the Early Years and Schools census in January 2018. An update to the 2018/19 EYB allocation will be made once the January 2019 Early Years and Schools census numbers are finalised. The requirement Proposed funding rates for 2019-20 remain at £5.17 base rate per hour, £1.53 IDACI rate, giving a notional overall rate of £5.44 per hour per provider.

**1.5.61 Central School Services Block** – The provisional 2019-20 CSSB for Barnet includes the following:

- £1.713m – allocation for ongoing responsibilities (includes retained duties, admissions, licensing and schools forum administration)
- £0.464m – Historic commitments allocation
- TOTAL = £2.177m

**1.5.62 APT submission to the DfE** - The council is required to submit a completed Authority Proforma Tool (APT) to the DfE annually, which shows all the detailed calculations and assumptions underpinning the proposals for allocating budgets to schools. For Academies and Free Schools it captures the data required by the Education and Schools Funding Agency (EFSA) to calculate academy budgets and recoupment deductions to the gross DSG. Table 2 below shows the Schools' Funding Factor rates that derive from the decision taken last year to phase in the National Funding Formula rather than moving directly to it in 2018/19 and 2019/20.

**Table 2 - Schools' Pupil led Factor rates (for the APT submission to the DfE)**

		2018-19 Barnet Formula		2019-20 NFF rates (Area Cost adjusted)	
Pupil Led Factors					
Description		Amount per pupil		Amount per pupil	
1) Basic Entitlement Age Weighted Pupil Unit (AWPU)	Primary (Years R-6)	£3,016.29		£3,016.29	
	Key Stage 3 (Years 7-9)	£4,241.69		£4,241.69	
	Key Stage 4 (Years 10-11)	£4,815.96		£4,815.96	
	Description	Primary amount per pupil	Secondary amount per pupil	Primary amount per pupil	Secondary amount per pupil
2)Deprivation	FSM	£483.13	£483.13	£483.13	£483.13
	FSM6	£592.94	£861.95	£592.94	£861.95
	IDACI Band F	£219.61	£318.43	£219.61	£318.43
	IDACI Band E	£263.53	£428.23	£263.53	£428.23
	IDACI Band D	£395.29	£565.49	£395.29	£565.49
	IDACI Band C	£428.23	£614.90	£428.23	£614.90
	IDACI Band B	£461.17	£658.82	£461.17	£658.82
	IDACI Band A	£631.37	£889.40	£631.37	£889.40
3) Looked After Children (LAC)	LAC March 17	Not a Factor under NFF		Not a factor under NFF	
4) English as an Additional Language (EAL)	EAL 2 Primary	£565.49		£565.49	
	EAL 2 Secondary		£1,520.77		£1,520.77
5) Mobility	Pupils starting school outside of normal entry dates	£422.90	£618.53	£444.74	£648.90
6) Prior attainment	Low Attainment % old FSP 73	£1,152.93		£1,122.19	
	Secondary low attainment (year 7)		£1,701.95		£1,701.95
	Secondary low attainment (years 9 to 11)				

1.5.63 The schools block income for 2019/20 is £254.190m. The draft 2019/20 schools block expenditure as submitted on the APT is broken down as follows:

Split site, lump sum and NNDR allocations	£17.093m
Formula funding and MFG allocations	£235.550m
Growth funding	£1.547m
<b>Total Schools Block expenditure</b>	<b>£254.190m</b>

#### *Housing Revenue Account*

1.5.64 Housing Committee has savings that deliver benefits to the Housing Revenue Account (HRA). These total £0.860m in 2019/20, and comprise the proposals below:

- Reduction in management and repairs costs due to forecast stock losses through estate regeneration and Right to buy sales
- Enhancing the value of contract arrangements, reduced accommodation costs and new ways of effective use of IT
- Stopping some 'non-essential' works and re-prioritisation of certain types of non-urgent repairs

#### *Public Health Grant*

1.5.65 Public Health Grant will continue to be ring-fenced until April 2020. It is anticipated that further announcement about ring-fence status and PH Grant allocation beyond 2020 will be announced at Spring Spending Review in 2019. There is anticipated national PH Grant reduction in 2019/20 of 2.8%.

1.5.66 PH Grant currently funds statutory and non-statutory services such as sexual health, Healthy Child Programme, drug and alcohol, smoking cessation, healthcare public health, resilience school programme – offers targeted to local needs and aimed at improving public health outcomes.

1.5.67 In recent years decreases in spend in core Public Health Grant due to the national grant reduction have been achieved via efficiencies and contract re-procurement. Furthermore, as part of MTFS Public Health Grant is supporting demand management in social care: an investment in prevention and wellbeing contracts in adult social care (£1.3m in 2018/19 and 1.639m in 2019/20) and investment in early help (1.125m in 2018/19 and 1.464 in 2019/20).

1.5.68 A refresh of the Health and Wellbeing Strategy was reported to the Health and Wellbeing Board in July 2018, setting the whole system priorities for 2018/19 and 2019/20. 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 across the whole Council and local NHS agenda.



### Risks contained within the MTFS

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

- **Children's improvement plan:** although the likelihood is low and the direction of travel has been positive, 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 (both absolute population number and also the characteristics thereof), however if the increase services experience is 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 2.1% increase in contract spend, however inflation on some types of expenditure is estimated at 10%. If the average increase across expenditure and contracts exceeds 2.1%, 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).
- **Potential insourcing costs:** £400k towards the additional ongoing costs of operating in-house Finance and Strategic HR services have been included within the MTFS as set out in the separate report to this Committee. There is a risk that the forecast costs of insourcing are exceeded. If the Committee makes future decisions to in-source services the MTFS will be updated accordingly.

1.5.70 Risks to the MTFS are considered in more detail within section 1.8 of this report which discusses the robustness of the budget and associated estimates.

### Council Reserves

1.5.71 The council's earmarked reserves are forecast to be £51.434m at the end of 2018/19, £24.323m lower than the beginning of the year. Whilst this is a significant reduction, approximately 79% of this relates to the one-off spending of Community Infrastructure Levy (CIL) - £19.1m. Of the remaining £5.2m movement, £4.040m was the planned use of reserves to set the 2018/19 budget.

1.5.72 The proposed MTFS includes reserves funding of £5.4m in 2019/20 and £2.9m in 2020/21 contributing towards getting to a balanced budget. The use of reserves in this way is a temporary measure to balance the budget and is to be

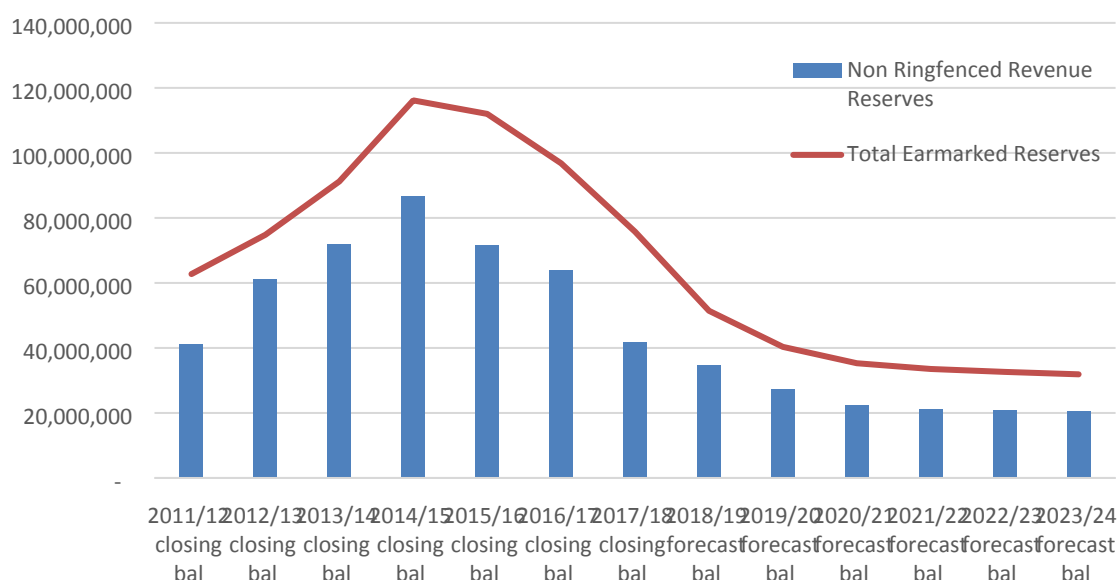
eradicated by 2021/22 in keeping with the council's overarching financial strategy of balancing expenditure within its income, indeed the forecast budget surplus in 2022/23 is earmarked to top up reserve balances to ensure the non ringfenced revenue reserves remain above the £20m mark.

1.5.73 The table below incorporates the current forecast outturn position, MTFS planned usage of reserves and other known plans in order to create a forecast of the council's reserves position over the MTFS period. In terms of financial sustainability, the Non-Ringfenced Revenue Reserves is the key measure. This is due to reduce over the next two years but then level out to around £20.5m.

	2017/18 closing bal	2018/19 forecast bal	2019/20 forecast bal	2020/21 forecast bal	2021/22 forecast bal	2022/23 forecast bal	2023/24 forecast bal
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital</u>							
Capital - CIL	22,560	3,453	3,453	3,453	3,453	3,453	3,453
Revenue implications of capital	-	2,428	1,942	1,457	971	486	-
<b>Total Capital Reserves</b>	<b>22,560</b>	<b>5,881</b>	<b>5,395</b>	<b>4,910</b>	<b>4,424</b>	<b>3,939</b>	<b>3,453</b>
<u>Revenue</u>							
New Homes Bonus	19,330	-	-	-	-	-	-
MTFS	11,045	28,623	22,230	19,264	19,263	20,130	20,369
Revenue - Uncommitted	2,612	1,223	-	-	-	-	-
Transformation	3,432	1,432	2,600	1,500	1,000	500	-
Revenue - Service Specific	5,144	3,458	2,338	1,559	779	-	-
<b>Non Ringfenced Revenue Reserves</b>	<b>41,563</b>	<b>34,736</b>	<b>27,168</b>	<b>22,323</b>	<b>21,042</b>	<b>20,630</b>	<b>20,369</b>
<u>Ringfenced</u>							
DSG	501	(297)	(297)	-	-	-	-
Collection Fund Smoothing Reserve	2,482	5,000	4,384	4,384	4,384	4,384	4,384
Housing Benefits	3,542	3,112	3,112	3,112	3,112	3,112	3,112
North London Sub Region	567	567	567	567	567	567	567
PFI	-	-	-	-	-	-	-
Public Health	2,392	1,792	-	-	-	-	-
Special Parking Account	2,149	643	-	-	-	-	-
<b>Total Ringfenced</b>	<b>11,633</b>	<b>10,817</b>	<b>7,766</b>	<b>8,063</b>	<b>8,063</b>	<b>8,063</b>	<b>8,063</b>
<b>Total Earmarked Reserves</b>	<b>75,756</b>	<b>51,434</b>	<b>40,329</b>	<b>35,296</b>	<b>33,529</b>	<b>32,632</b>	<b>31,885</b>

1.5.74 Although several of the reserves appear to maintain a steady balance (e.g. Capital – CIL, Collection Fund Smoothing & Housing Benefits Reserves) there will be movements in and out throughout the year. The assumption is that income will offset expenditure in each year. With the CIL reserve, for instance, seeing forecast receipts and expenditure in the region of £10m each year.

1.5.75 The council's reserves have been decreasing consistently since 2014/15. This reduction is broadly in line with what the sector as a whole has experienced. The council's reserves balance over time (including a forward forecast) is shown within the graphic below.



### Reserves strategy

#### **MTFS Reserve**

1.5.76 The purpose of this reserve is to set aside an amount of money which can be drawn down to balance the council's budget when a budget deficit is unavoidable. This can be either through the planned use as displayed on the MTFS for 2019/20 and 2020/21 or to top up the General Fund Balance when the council experiences an overspend. In considering the risks associated with the council's budget, the Section 151 officer recommends that the balance for this reserve be maintained at or above £20m.

#### **Collection Fund Smoothing Reserve**

1.5.77 The purpose of this reserve is to account for timing differences between when the MTFS expects tax receipts to come on stream and when the income actually starts to be accrued. Differences can occur as a result of a number of factors such as accelerated or slipped completion of housing developments affecting when properties are liable for council tax.

1.5.78 It is deemed that an appropriate 'cap' on this reserve should be £5m. Any additional balance above that will be freed up and placed into other earmarked reserves. It is anticipated that the year-end balance of this reserve will be £7.428m meaning that £2.428m can be released for other purposes.

### *Costs of delivering the MTFS (Transformation Reserve)*

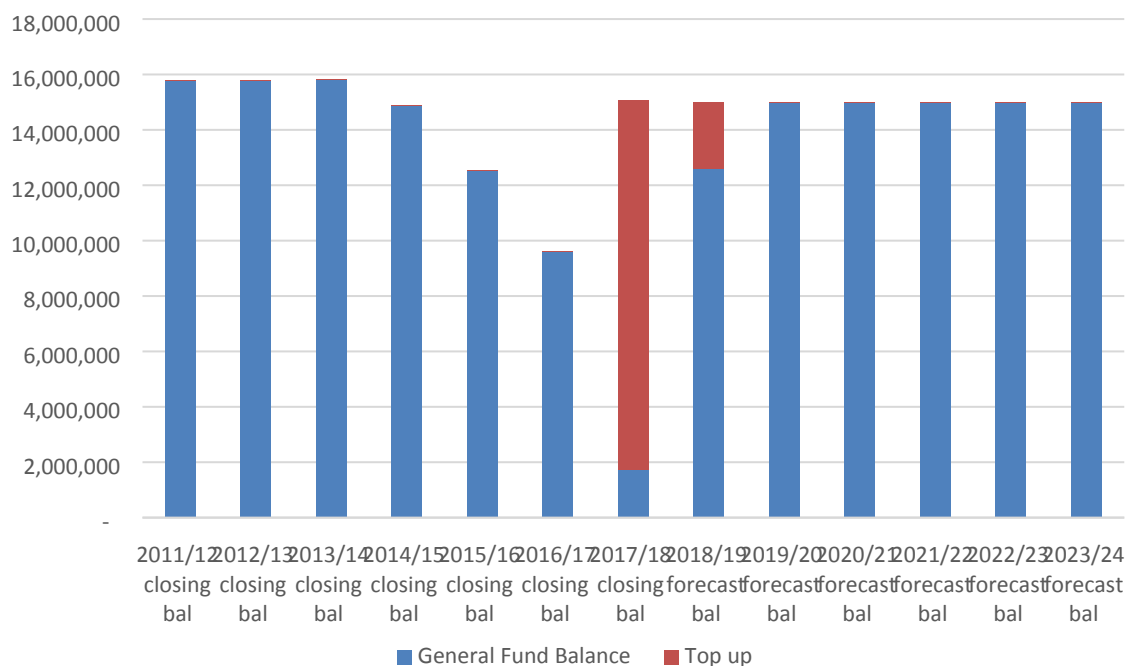
1.5.79 It is inevitable that there will be one-off costs in relation to the delivery of the savings required over the MTFS period. The transformation reserve has previously been accessed in order to fund this delivery in the past. Going forward it is necessary to top up the transformation reserve to meet the next 5 years savings challenge. The forecast in paragraph 1.5.70 includes the creation and subsequent application of a £2m fund for this purpose. This is expected to be sufficient based on the business cases produced to date. This facility will be created by transferring the balance from other reserves such as the surplus within the Collection Fund smoothing reserve and will be kept under review by the section 151 officer as savings and projects are implemented. In addition to the £2m fund for MTFS delivery, £0.600m relating to the ongoing review of outsourced services and the transitional costs of insourcing Strategic HR and Finance are to be included within this reserve following approval at Policy and Resources Committee in December 2018.

### *Revenue implications of capital*

1.5.80 Over the past year, Policy & Resources Committee approved the realignment of the New Homes Bonus from the infrastructure reserve to revenue. An unintended consequence of this change was that the council removed the source of funding towards costs which did not meet the strict definition of capital expenditure but for which there was no revenue provision. An example of this type of cost would be feasibility work or for costs such as the decanting of staff contained within the costs of the Office Build project. A solution is proposed to establish a new reserve from the surplus of the Collection Fund Smoothing reserve. The balance would therefore stand at £2.428m which is deemed an appropriate amount for the MTFS period. This has been included within the reserves forecast above.

### *General Fund Balances*

1.5.81 In addition to Earmarked Reserves, the council maintains a General Fund balance to manage the impact of uneven cash flows and unexpected events or emergencies. The level of general reserve required to be held is not specified, however the council uses a guide of 5% of annual net revenue expenditure in line with the professional judgement of the Chief Financial Officer. For 2019/20 this equates to £14.5m. At the 31 March 2018, the balance stood at £15.8m however this will reduce by an amount equal to the general fund overspend. The Director of Finance intends to 'top up' the general fund balance to £15m post outturn. This transfer will be from the MTFS reserve. The General Fund balance, including a look backwards and forecast forward is shown in the graphic below.



## Capital Programme

### Current Capital Programme

1.5.82 The council has a significant capital programme across both the General Fund and the Housing Revenue Account (HRA). Capital projects 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.

1.5.83 The capital programme, including changes approved at this Committee's December 2018 meeting and those changes proposed at Appendix E, currently totals £682.639m. This does not take account of any of the additions to the scheme proposed within this report. The Capital Programme is broken down between Theme Committees as per the table below.

Theme Committee							
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	25,677	15,317	-	-	-	-	40,994
Assets, Regeneration & Growth	132,443	59,077	4,677	21,617	750	250	218,814
Children's Education & safeguarding	26,587	47,605	165	-	-	-	74,357

Community Leadership & Libraries	-	-	-	-	-	-	-
Environment	19,115	25,222	300	250	50	-	44,937
Housing	47,031	84,103	6,974	-	-	-	138,108
Policy & Resources	10,372	5,712	-	-	-	-	16,084
<b>Total - General Fund</b>	<b>261,225</b>	<b>237,036</b>	<b>12,116</b>	<b>21,867</b>	<b>800</b>	<b>250</b>	<b>533,294</b>
Housing Revenue Account	33,564	78,143	19,589	18,049	-	-	149,345
<b>Total - all services</b>	<b>294,789</b>	<b>315,179</b>	<b>31,705</b>	<b>39,916</b>	<b>800</b>	<b>250</b>	<b>682,639</b>

### *Financing of the current programme*

1.5.84 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)

### *Capital Receipts*

1.5.85 The council has previously highlighted a risk in the level of capital receipts that it currently holds or forecasts to receive.

1.5.86 The current capital programme is estimating to spend in excess of £682m over the next six years, £53.9m of which is planned to be funded by capital receipts. Of the £53.9m, £27.1m are Right to Buy receipts (RTB). Current RTB balances plus future estimates suggest that there will be enough receipts to fund the relevant projects.

1.5.87 The remaining £26.8m is expected to come from General fund receipts, with £11.4m needed in 2018/19. Current general fund receipts are standing at £7.4m. This is forecast to increase by £2.6m for receipts from the Inglis consortium which have yet to come in. This leaves a gap of approximately £1.4m for the current financial year.

- 1.5.88 Beyond 2018/19 a further £15.4m of general fund receipts are needed. £2.7m of receipts are forecast to be received leaving a target of around £12.7m. In order to achieve this target, the council is performing a strategic review of its assets and creating a disposals plan for those deemed surplus to operational or investment needs. This ongoing piece of work will feed into the council's Capital Strategy Board for recommendation to the Assets, Regeneration and Growth Committee and to the Policy and Resources Committee.
- 1.5.89 Any shortfall in capital receipts would impact the revenue position of the council to the extent of £0.053m per £1m additional borrowing.
- 1.5.90 The Capital Receipts position will continue to be monitored closely and regular updates provided to both the Policy and Resources Committee and the Financial Performance and Contracts Committee.
- 1.5.91 Given the scale of the additional receipts requirement it is proposed to revisit progress in their achievement in the autumn. If there is still a significant shortfall then the council will substitute the expectation with borrowing and include the associated costs in its future financial planning and subsequent refresh of its MTFS. This will support long term planning and reduce the risk of unplanned borrowing.

*Flexible Use of Capital Receipts (FCR)*

- 1.5.92 In March 2018 the council took the decision to realign New Homes Bonus (NHB) income to underpin its revenue budget rather than to supplement the Capital Programme. This has created an unforeseen problem in funding revenue elements of transformation schemes given that NHB has greater flexibility in usage than borrowing. In December 2018, the Policy and Resources Committee agreed to the creation of a reserve specifically focussed on funding these non-capital elements.
- 1.5.93 For schemes which are transformational by nature the council is also able to make use of the government's "Flexible use of Capital Receipts" (FCR) initiative. To qualify, the schemes must be designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.
- 1.5.94 The Capital Programme currently contains two schemes which both contain revenue elements and are purposed to transform service delivery and/or reduce costs. These schemes are the Office Build (containing the transformation project 'The Way We Work (TW3) ) and the Mosaic system implementation within Adults. The total value of FCR anticipated to be used is £0.600m for the Office Build project and £0.750m for the Mosaic system implementation.
- 1.5.95 The 2019/20 to 2023/24 Capital Programme sets out the detail of the projects for which the council is proposing to fund using FCR. Using the FCR flexibilities is subject to the council having sufficient capital receipts as described in the previous section of this report. Subject to sufficient capital receipts balances, the

Policy and Resources Committee are asked to approve the use of Flexible Capital Receipts flexibilities to Council.

### Changes to the Capital Programme

#### *Amendments to current schemes*

1.5.96 There are often several reasons why there can be in-year requests for approval to change the profile of existing capital schemes. Examples of some of these reasons can be variances in the anticipated timings in the design process, completion of acquisition/land assembly stages, obtaining planning permission and starting on-site construction. These changes have no net impact on the overall cost of the programme and are presented in the following table as slippage or accelerated expenditure.

1.5.97 Occasionally it is necessary to vary the overall budget level of the project. This can occur as a result of project deletions, cost over or underruns or changes in the scope of a project.

1.5.98 The following table contains a summary of the changes requested for approval. Further detail on a scheme by scheme level can be found in Appendix F1.

Theme Committee	2018/19		2019/20		All other years		Total	
	add/del	slip/acc	add/del	slip/acc	add/del	slip/acc	add/del	slip/acc
Adults and Safeguarding	-	66	2,868	(66)	-	-	2,868	-
Assets, Regeneration & Growth	22,173	28,332	232	(28,332)	-	-	22,405	-
Children's Education & Safeguarding	(50)	(12,529)	-	12,864	-	(335)	(50)	-
Community Leadership & Libraries	-	-	-	-	-	-	-	-
Environment	221	(2,137)	9,467	2,137	600	-	10,288	-
Housing	637	(24,042)	6,036	24,042	-	-	6,673	-
Policy & Resources	(320)	(2,592)	-	2,592	-	-	(320)	-
<b>Total - General Fund</b>	<b>22,661</b>	<b>(12,902)</b>	<b>18,603</b>	<b>13,237</b>	<b>600</b>	<b>(335)</b>	<b>41,864</b>	<b>-</b>
Housing Revenue Account	-	(6,325)	-	6,325	-	-	-	-
<b>Total - all services</b>	<b>22,661</b>	<b>(19,227)</b>	<b>18,603</b>	<b>19,562</b>	<b>600</b>	<b>(335)</b>	<b>41,864</b>	<b>-</b>



## *Addition of new schemes*

### Extension to Open Door Homes

1.5.99 The council has invested £40m in a programme of acquiring properties on the open market in and outside of London for use as affordable temporary accommodation. It is proposed that this programme is expanded and a further £163m invested in acquiring a further 500 properties via TBG Opendoor Homes Ltd (ODH), a Registered Provider, or Housing Association within The Barnet Group.

1.5.100 The Barnet Group is wholly owned by the Council. ODH, which is a subsidiary of Barnet Homes, is registered with and regulated by the Social Housing Regulator. As part of its regulatory requirements ODH operates as an independent company with a board of directors responsible for the running of the organisation, governance and regulatory compliance. ODH is currently delivering a new build programme of circa 350 homes across the borough supported by a PWLB loan, Right to Buy receipts and infill land across the Council's housing estates.

1.5.101 Carrying out the acquisitions through ODH will deliver revenue benefits to the council that would not be available through a programme of direct acquisitions by the authority, through the provision of a premium on the amount that the council will loan ODH funds to purchase properties, equating to 1.24% above the Public Loans Works Board rate. In addition, MRP costs associated with the loan would be met by ODH rather than the council. The expansion in acquisitions would also result in cost avoidance versus other forms of temporary accommodation, although this would also be realisable by the council if it undertook the acquisitions directly.

1.5.102 The proposal was approved by Housing Committee as part of its Business Planning Report 2019-2024 on 27 November 2018, and is expected to provide savings totalling £3.065m by 2024 as follows:

£'000	2019/20	2020/21	2021/22	2022/23	2023/24	Total
500 additional acquisitions of properties for use as affordable temporary accommodation by Opendoor Homes supported by Loan of £163m from Council	-161	-568	-821	-834	-681	-3065

### Fire safety works

1.5.103 On the 14<sup>th</sup> January 2019, the Housing Committee agreed to a revised programme of fire safety works for council dwellings, including:

- Installation of sprinkler systems in high rise blocks with 10 or more floors and more than one stairwell
- Installation of sprinklers to sheltered housing blocks and hostels
- Replacement of composite fire doors
- Works to low and medium rise blocks

The Housing Committee also recommended to Policy and Resources for approval that additional funding is allocated within the council's Housing Revenue Account to meet the full cost of the revised fire safety programme. The currently approved budget is £13.4m and requires £34.5m to be added to the programme, bringing the total amount to £51.9m, noting that £5m of the total will be in the form of government grant for the recladding of Granville Road High Rise Blocks.

#### Network Recovery Plan Extension

1.5.104 The Network Recovery Plan is scheduled to end in 2019/20. It is proposed to extend the scheme by £12m over a further 2 years. This will be part funded by Community Infrastructure Levy income, reflecting the impact on infrastructure of development across the borough, and part by increasing the council's borrowing requirement.

1.5.105 The revenue implications of the scheme are set out in the table below. The revenue impact is incorporated into the MTFS presented at Appendix B.

	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
Network Recovery Plan Cost	0.000	6.000	6.000	0.000
<i>Funded by:</i>				
Community Infrastructure Levy	0.000	3.000	3.000	0.000
Borrowing	0.000	3.000	3.000	0.000
<i>Revenue Costs:</i>				
Interest cost	0.000	0.047	0.140	0.186
Repayment cost	0.000	0.000	0.075	0.150
<b>Total Revenue cost</b>	<b>0.000</b>	<b>0.047</b>	<b>0.215</b>	<b>0.336</b>

#### Increase to Office Build Budget

1.5.106 Request for an additional £0.621m funded by CIL relating to the following enhancements to the scheme:

- The Southern Square was acquired after TW3 and the office construction had commenced, in order to better place-shape the locality. The £330k is for the creation of a 'destination' square.
- Watling Car Park has been designated as the most convenient commuter car park for when the office is open. The £104.5k funding was for CCTV, lighting and layout improvements.
- The council is renting 100 spaces from the RAF Museum for business parking and in order to create access from the main road, the services and utilities running under the pavement must be lowered, at an estimated cost of £66k.
- CCTV and lighting in Colindale and Burnt Oak requires improving to improve pedestrian safety en-route from Watling Car Park – estimated cost £38.5k.

- Infrastructure for pool car parking will need to be constructed at an estimated cost of £85.5k.

#### Disabled Facilities Grant

1.5.107 The council as the local housing authority has a statutory responsibility to ensure that grants are available to eligible applicants and demand is currently outstripping the amount of the grant. The council is required to fund applications that meet the grant conditions.

1.5.108 A further allocation of DFG £0.344m has recently been made by the Ministry of Housing and Local Government. In order to increase the DFG budget for this allocation within the Capital Programme, it must be approved as an addition.

#### Loan to Saracens Rugby Club

1.5.109 This report seeks approval to recommend to Council the addition to the Capital Programme a loan of £22.9 million plus fees (estimated at less than 1% of the loan value) to Saracens at a commercial rate for a period of 30 years to enable the construction of a new West Stand as part of their Allianz Park stadium at Copthall. It follows the Committee's decision at its meeting on the 11<sup>th</sup> December 2018 to authorise the Deputy Chief Executive to take all reasonable steps to prepare to enter into a loan agreement with Saracens Copthall LLP.

#### Hendon Cemetery

1.5.110 £1.183m was approved at the Policy and Resources Committee on the 16th February 2016 for the Gatehouse, North and South Chapel and Grounds Maintenance Building / Mess Facility at Hendon Cemetery. This proposed addition relates to an additional £0.440m towards the scheme to be funded by Regional Enterprise Ltd (Re Ltd). This will result in a total project budget of £1.623m.

1.5.111 Re Ltd will provide 50% of the funds upon appointment of the main contractor and the remaining 50% upon completion of the Gatehouse.

#### Local Implementation Plan (LIP)

1.5.112 On 21 January 2019 the Environment Committee approved the final draft of the LIP for submission to the London Mayor for approval. This included an allocation confirmed by Transport for London for 2019/20 for the following programmes:

LIP Programme	Borough Allocation
	£'000
Corridors and Neighbourhoods	2,967.3
Local Transport Fund	100.0

	<b>Total</b>	<b>3,067.3</b>
1.5.113	The addition to the Capital Programme in relation to this funding is proposed for recommendation to Council for approval.	

### Council Capital Strategy

1.5.114 The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2019/20, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long-term 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.

1.5.115 This capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset.

1.5.116 The council has written a capital strategy, which is attached at Appendix K. For recommendation for Full Council for approval.

1.5.117 The strategy covers the strategic context to capital investment within Barnet and sets the objectives of the capital strategy as follows:

- Maintain an affordable rolling capital programme of up to ten years
- Ensure capital resources are aligned with the Council's strategic vision and corporate priorities
- Undertake prudential borrowing only when there are sufficient monies to meet, in full, the implications of capital expenditure, both borrowing and running costs
- Maximise available resources by actively seeking appropriate external funding and disposal of surplus assets

1.5.118 The capital strategy sets the priorities for capital investment as follows:

- Driving and supporting responsible growth and development as a critical component of financial sustainability and independence
- Improving outcomes and supporting a reduction in demand on services
- Enabling delivery of high value changes in the MTFS
- Enabling delivery of new statutory requirements
- Maintaining a balanced and affordable approach to funding

## **1.6 Treasury Management Strategy**

- 1.6.1 The Treasury Management Strategy is included in Appendix L.
- 1.6.2 The Capital Programme has seen cash balances reduced to minimal levels and short-term borrowing of £35 million as at 31 December 2018. With interest rates of all durations forecast to increase, switching to long term funding offers scope to lock in favourable interest rates. Only the uncertainty of the timing and extent of the capital programme has deterred action to date.

## **1.7 Housing Revenue Account**

- 1.7.1 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. Whilst it is acceptable to draw on balances, 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 2019 the HRA balances are forecast to be £13.8m.
- 1.7.2 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

- 1.7.3 The Welfare Reform and Work Act 2016 requires that council dwelling rents are reduced by 1% a year for the four years from April 2016. In October 2017, the Ministry of Housing, Communities and Local Government (MHCLG) announced that increases to social housing rents will be limited to the Consumer Prices Index (CPI) plus 1% for five years from April 2020.
- 1.7.4 When a dwelling is re-let to a new tenant 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.
- 1.7.5 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.
- 1.7.6 The current average weekly rent will be £109.06. This has decreased from an existing weekly average rent of £110.17. The average formula rent (for new tenants on re-let) will be £115.94; this has decreased from an existing average of £117.10.

### Service Charges and Garages

- 1.7.7 The table below outlines the changes that are recommended to take effect from 1 April 2019:

	2018/19	2019/20	Increase	% Increase
Grounds Maintenance	£2.80	£2.88	£0.08	3.0%
Lighting	£1.23	£1.29	£0.06	5.0%
Heating - Grahame Park	<b>1 Bed</b> £12.20	<b>1 Bed</b> £12.20	<b>1 Bed</b> £0.00	0.0%
	<b>2 Bed</b> £16.92	<b>2 Bed</b> £16.92	<b>2 Bed</b> £0.00	
	<b>3 Bed</b> £18.27	<b>3 Bed</b> £18.27	<b>3 Bed</b> £0.00	
Heating - Excluding Grahame Park	(no increase applied to existing charges)			0.0%
Digital Television	£1.54	£1.62	£0.08	5.0%
Weekly Caretaking	£6.71	£5.92	£-0.79	-12.0%
Quarterly Caretaking	£1.36	£1.36	£0.00	0.0%
Enhanced Housing Management (Sheltered Housing)	£21.67	£21.67	£0.00	0.0%
Alarm Services (Sheltered Housing)	£2.81	£2.95	£0.14	5.0%
Garages	(increases applied to existing rent)			3.1%
Door Entry Systems	£2.33	£2.45	£0.12	5.0%
Fire Safety Equipment		<b>1 Bed</b> £4.00		0.0%
		<b>2 Bed</b> £4.69		
		<b>3 Bed</b> £5.20		

1.7.8 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 2018/19.

1.7.9 Electricity charges have increased in 2018/19 and a 5% increase is proposed.

1.7.10 The cost of providing access to digital television is recommended to increase in line with the expected increase of the maintenance contract of 5%., which represents an increase of £0.08 a week.

1.7.11 Following a comprehensive service review of the caretaking service delivered by Barnet Homes, significant efficiency savings have been delivered from the service, therefore a decrease in charges of 12% is being proposed for weekly caretaking services.

1.7.12 No change is proposed for quarterly caretaking services.

1.7.13 The cost of providing alarm services was subject to detailed review in 2018/19 and a 5% increase is therefore proposed.

1.7.14 The charge for door entry phone systems is proposed to increase by 5% in line with the estimated cost increase. The programme will run over many years. As systems are replaced/installed a service charge will be introduced to cover these new systems. It is important to note replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.

1.7.15 Following a decision by the Housing Committee in June 2018 for the installation of sprinkler systems in tower blocks, a new charge for fire safety sprinkler systems is proposed for 2019/20. The cost of maintaining and servicing is a service chargeable cost. Given that a defects liability period will apply in the first year following installation, the cost is limited to servicing only. For most tenants, housing benefit will continue to cover the costs and they will therefore not be affected by these changes.

#### HRA Summary and working balance

1.7.16 Total expenditure for 2019/20 is estimated at £68.3m including charges for financing HRA debt.

1.7.17 The HRA budget for 2019/20 shows a contribution from balances of £10.7m. The estimated HRA balance as at 31 March 2020 is £3.1m. A summary of the reserves position is shown below:

#### HRA Balances

	£'000
<b>HRA Balances b/f 2018/19</b>	<b>15,004</b>
In Year forecast deficit	(1,191)
Estimated balance to March 2019	<b>13,813</b>
2019/20 estimated deficit	(10,713)
<b>HRA Balances b/f</b>	<b>3,100</b>

1.7.18 The significant reason for the reduction in balances relates to the level of capital schemes within the HRA.

#### Housing – Right to Buy (RTB) Receipts

1.7.19 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.

- 1.7.20 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 per cent above base rate (Bank of England), calculated from the date of the relevant RTB receipts.
- 1.7.21 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.
- 1.7.22 If the council are unable to use retained receipts within the three-year period, the council intends entering into an agreement with the Greater London Authority on Right to Buy Receipts which will ensure that the council still has access to receipts in the form of affordable housing grant that it might have to otherwise repay to the Treasury. This is available to all London Boroughs and will provide access to any receipts that would otherwise be returned to the Treasury for a further three years.
- 1.7.23 In addition, the HRA settlement in 2012 included a debt cap of £240m which 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. However, in October 2018, the government removed the debt cap and the HRA is now subject to the same prudential borrowing rules as the General Fund.
- 1.7.24 The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more to support the acquisition or building of new homes. The HRA business plan sets out how this is proposed to be taken forward (Appendix G).

## **1.8 Robustness of the budget and assurance from Chief Finance Officer**

- 1.8.1 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.
- 1.8.2 This information enables a longer-term view of the overall position to be taken. It 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 M. Details of the council's in-year financial performance are reported to the Financial Performance and Contracts Committee on a regular basis.
- 1.8.3 The council is a large, complex organisation with a wide scale and diversity of assets, interests, liabilities and other responsibilities. These require considerable on-going monitoring and review particularly in light of the challenging financial climate. With this in mind, the council has recognised the on-going need to



identify risks and have measures in place to mitigate should they occur (risks by their nature can never be completely removed).

1.8.4 The council's revenue related risks include:

- general risks;
- risk of non-delivery of savings;
- funding related risks e.g. Fair Funding;
- interest rate risk;
- inflation risk;
- change in law risk;
- commercial values risk, e.g. income rental values;
- contract failure risk and step-in obligations for the council

1.8.5 The Council has had a necessarily long process to produce its MTFS in order to address the first two categories of risk. The council's management team have considered regular budget updates. Additionally, the Policy and Resources Committee have received regularly refreshed Business Planning reports.

1.8.6 While the Council Management Team and the Policy and Resources Committee meets to ensure the over-arching issues are robustly considered, a full schedule of meetings are arranged at various levels within the council to ensure all stakeholders fully understand the MTFS process and their savings proposals. Theme Committee meetings then consider the reports and recommendations produced. These Theme Committee recommendations are then reflected back through Policy and Resources Committee to ensure all aspects are captured.

1.8.7 These processes are to ensure all budget proposals are:

- aligned to the Corporate Plan
- fully evaluated for any legal, HR and procurement issues;
- assessed thoroughly to ensure if stakeholder consultations are needed and if so to make these are completed in time;
- appropriately challenged to ensure they are feasible.

1.8.8 Risks related to pensions and treasury are specifically addressed and discussed separately e.g. Pension Funding Strategy and the Treasury Management Strategy Statement.

1.8.9 The 2019/20 revenue budget has been prepared on the basis of robust estimates and adequate financial balances and reserves over the medium term. As part of on-going reviews for these, the finance department leads on:

- monthly budget monitoring and financial challenge to ensure budget options are being adhered to and that any other base budget variances, risks and opportunities are being suitably identified and mitigated; and
- continuing to protect reserves and balances in order to provide an adequate buffer for any series of one-off pressures – or to provide sufficient time to identify on-going mitigations in a systematic way.

1.8.10 A summary of selected key, strategic risks / weaknesses and mitigating actions are noted:

# MTFS Risk Analysis

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>1. Review of Needs and Resources (Fair Funding Review and Spending Review)</b>				
A review of the funding allocation formulas used by Central Government could mean that London Borough of Barnet's share of funding is significantly reduced from 2020/21.	Decisions may be taken which have potentially adverse consequences for the council in later years.		1) Finance staff are involved in identifying the likely changes to be made and assessing the potential impact on the council. Likely key indicators such as deprivation, area cost adjustment and population growth are also currently being assessed  2) The council is actively working with other outer London councils to ensure that outer London is fairly considered	All
<b>2. European Union Referendum result - impact on national economy</b>				
Impact of Brexit on the wider economy	Potential slowdown of the economy which could lead to an increase in unemployment. Central government funding to departments could be hit with a consequential impact on local government funding.		1) Organisational financial planning. 2) Council policies to promote local business. 3) Council policies to increase employment.	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>3. Localising Business Rates</b>				
On-going volatility from appeals and also the impact on collection rates as following the implementation of localising business rates, 75% of outcome will fall on Local Government.	<p>Adverse financial outcome for the council in future years</p> <p>In addition, the council faces the prospect of future transfer of responsibilities or "new burdens" with the potential full localisation of Business Rates.</p>		<p>1) Continuing efforts to collaborate and interact with MHCLG, Valuation Office, London Councils, etc.</p> <p>2) Robust responses to consultations.</p>	All
<b>4. Business Rates Appeals</b>				
<p>Reduction in funding and impact of backdating of appeals. Localising of Business Rates will increase this risk from 50% to 75% for Local Authorities.</p> <p>The related opportunity is from consultations on dealing with Business Rates appeals process - checking and challenging might reduce the number of live appeals.</p>	Adverse financial outcome(s) for the council in future years		1) Review data with Valuation Agency and other relevant stakeholders to reduce number of appeals	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>5. Pension Fund Assets / Pension Fund Deficit</b>				
Pension Fund assets failing to deliver returns in line with the anticipated returns underpinning valuation of Pension Fund Liabilities over the long-term.	The council's Pension Fund being under-funded resulting in an increase in the employer contribution rate and deficit funding that the Council pays into the fund.		1) The council has a deficit recovery plan in place to reduce the long-term costs of financing the pension deficit 2) Decisions have been made by the Pension Fund to move away from under performing funds	All
<b>6. Reliance on Commercial Income</b>				
Exploring alternative sources of income to offset core funding reductions and also ensure value for money for residents	A recession or other unexpected/uncontrollable event could leave the council exposed to under-funding or large losses in income.		1) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.	Specific Services
<b>7. Inflation</b>				
The council's expenditure (pay and non-pay) is subject to annual inflation based on indexation that is determined by national inflation rates. Inflation can affect agreed suppliers' contracts for other service expenditure	Sharp increases in inflation would result in higher for day to day expenditure and costs related to employment.  Each 1% change in inflation adds around £1.5m to the Council's cost pressures		1) Monitoring actual inflation and forecast projection (e.g. at key milestones such as HM Treasury's Budget announcement) and modelling the impact of incremental increases on the Council's applicable expenditure. 2) Exploring all opportunities during the tendering process for all service contracts to minimise indexation clauses, negotiate for favourable fees etc. 3) Regular refresh of the council's MTFS	All
<b>8. Delivery of Budgeted Savings</b>				
Agreed MTFS Savings are not fully achieved or slip into future years.	Potential for in-year overspends and funding gaps		1) Robust challenge of all proposed MTFS Savings during the business planning process (e.g. through Council Management Team) 2) In-year monitoring of agreed Savings	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>9. Planned Use of Capital Receipts</b>				
Capital receipts are generated when an asset is disposed of and are source of financing capital expenditure. The council's Capital Programme currently relies on more capital receipts than it holds or that are in the pipeline from asset sales	Shortfalls in financing of capital expenditure, possibly resulting in higher borrowing costs.		1) In-depth analysis and challenge of capital project cash flow projections. 2) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets. 3) Scrutiny of the council's capital arrangements at the officer group Capital Strategy Board 4) Funding schemes by borrowing 5) Deletion of schemes from the Capital Programme	Specific Services
<b>10. Interest Rate changes</b>				
Changes to the Bank Base Rate and the cost of borrowing	The council's Capital Programme relies heavily on borrowing over the next 5 years. Increases in interest rates have a direct impact on the revenue position of the authority.		The council has a number of options available to it to mitigate these risks. These include: maximising the use of interest free sources of capital funding such as CIL and s106, ensuring its cash management and forecasting is accurate reducing the need to borrow, reducing debtors and therefore maximising the council's cash balances	Specific Service
<b>11. Public Health Grant Funding</b>				
The Government is proposing reductions to Public Health grant funding, along with possible removal of the ring-fence for the grant/potential changes to the Public Health grant conditions.	The proposed changes to the grant would cause a funding pressure for the service and have the potential to cause short-medium term disruptions to the service and on-going projects.		Budget savings proposals are in line with the expected funding level of the grant in the first year of the MTFS. Regular refresh of the MTFS will ensure that the consequences of any further grant reduction are considered as part of the council's overall financial position.	Specific Service
<b>12. Demographic Changes</b>				
Changing demographics across the borough lead to changes in demand for services.	Demographic changes have led to continuing pressures on budgets in demand areas of the council such as Adult Social Care, Children Social Care and Housing		The council is engaged in long term planning and transformational programmes to mitigate the action of demographic changes on budgets and services.	Specific Services

<b>13. Debtors</b>				
The amount of money the council assesses as income is overstated due to an increase in bad debt	Should debts owed to the council turn out to be uncollectable, they will be written off against the council's revenue budget. This can create overspends and also mean the council has to re-evaluate the amount of income it will collect in the future.		<ul style="list-style-type: none"> <li>The establishment of a corporate debt board</li> <li>The increased focus on debt by the Financial Performance and Contracts Committee</li> <li>Raising awareness of debt across the council</li> </ul>	Specific Services
<b>14. Ofsted Improvement Plan</b>				
Improvements required to improve Childrens Services are not delivered at a sufficient pace to satisfy the inspection team	Should improvements not be deemed sufficient there is the risk that further investment into Family Services will be required. This will need to be planned into the MTFS and reserves forecast.		<ul style="list-style-type: none"> <li>The continued prioritisation of improvement work within Childrens Services by the whole council</li> <li>Ensuring that Childrens Services are sufficiently resourced and staffed in order to deliver the improvement actions</li> </ul>	Specific Services

## View of Section 151 Officer

### Robustness of estimates

- 1.8.11 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 judgement about the future. This activity seeks to establish a robust budget which is appropriate and realistic having taken a practical assessment of risks.
- 1.8.12 The financial planning process has been managed at senior officer level through the Council Management Team meetings. This Executive level group has 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 the various Theme Committees and the Policy and Resources Committee.
- 1.8.13 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.
- 1.8.14 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resources Committee. The savings will then be referred to Council and agreed in March 2019.
- 1.8.15 The Capital Programme presents the council with a significant challenge in terms of delivery and affordability. The cost of borrowing is accounted for based on the current plans however any under-achievement of its capital receipts expectations will require either an increase in borrowing, with associated revenue implications, or the deletion of schemes.

### Robustness of Budget Setting Process

- 1.8.16 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.
- 1.8.17 Following this Committee's endorsement of the budget proposals in December 2018 officers have undertaken a readiness assessment of the council's ability to deliver the savings required for the MTFS with particular emphasis on 2019/20. Where there is a risk of non-achievement of savings, adequate mitigations have been put in place in order to ensure a legal budget is set and that value for money is achieved from public funds.



1.8.18 For these reasons, it can be confirmed that the budget setting process has been robust.

### Effectiveness of Budget Management

1.8.19 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 Financial Performance and Contracts Committee.

1.8.20 As a result of a forecast overspend during 2018/19 a panel process was put in place to manage recruitment approvals together with a moratorium of discretionary expenditure and an increased focus on the budget position throughout all levels of the organisation. This activity was successful in reducing the anticipated overspend but not in eradicating it.

1.8.21 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 £6.821m of its reserves during the MTFS period to 2024. The Section 151 Officer does not deem it appropriate to erode reserves beyond the level planned within this document.

1.8.22 This MTFS provides increased funding for services of £12.7m before allowing for funding of inflation or contingency allocations. This will eradicate many of the current years overspends and seeks to fully fund increased demand across council services. It is therefore considered that the council's Budget Management arrangements for 2019/20 are effective.

## **1.9 Budget Management 2018/19**

### Period 9 Budget Monitoring

1.9.1 Full details of the council's in year financial performance are reported to the Financial Performance and Contracts Committee on a regular basis. The following section provides a high-level summary of the latest available information.

1.9.2 The General Fund revenue forecast for 2018/19 is a net overspend of £2.396m. This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.226m. Excluding these reserve movements, the forecasted overspend is £1.168m. The reserve movements in the table below include two one-off transfer to reserves relating to the windfall gains of £3.685m and £1.000m respectively following the contract settlement with Capita and a recognition of balances held within the North London Waste Authority (NLWA).

1.9.3 All proposed reserve drawdowns and contributions will be considered and approved, if appropriate, at year end. It is important to note that these reserve movements are over and above the planned use of £4.040m of reserves in balancing the budget.

- 1.9.4 The original budget approved by Council in March of each year is revised during the year to reflect movements between budgets and the allocation of contingency held within central expenses. All movements from contingency above £0.250m must be approved by Policy and Resources Committee.

Service	Revised Budget	Period 9/Quarter 3 forecast	Variance from Revised Budget Adv/(fav)	Reserve Movts	Period 9 Forecast /Quarter 3 after Reserve Movts	Variance after Reserve Movts Adv/(fav)
	£000	£000	£000	£000	£000	£000
Adults and Communities	95,498	95,071	(426)	-	95,071	(427)
Assurance	6,344	7,904	1,559	(582)	7,322	978
Central Expenses	44,082	41,913	(2,169)	-	41,913	(2,169)
Children's Services	66,657	68,472	1,814	(918)	67,554	897
Commissioning Group	19,197	17,606	(1,591)	(189)	17,417	(1,780)
CSG and Council Managed Budgets	25,062	23,455	(1,607)	3,685	27,140	2,078
Housing Needs and Resources	6,926	7,056	129	-	7,056	130
Public Health	17,160	17,160	-	-	17,160	-
Regional Enterprise (Re)	689	3,001	2,312	(770)	2,231	1,542
Street Scene	11,711	12,858	1,147	-	12,858	1,147
<b>Total</b>	<b>293,326</b>	<b>294,496</b>	<b>1,168</b>	<b>1,226</b>	<b>295,722</b>	<b>2,396</b>

#### Virements and transfers from contingency

- 1.9.5 The constitution requires that any virements of £0.250m or above are approved by the Policy & Resources Committee. Approval is sought from the Committee in order to enact the transfers described in the following paragraph.
- 1.9.6 As set out in paragraph 1.5.8, the council is to receive an additional £0.900m of funding following the December 2018 Local Government Finance Settlement. It is proposed to allocate this funding as follows:
- £0.500m to increase reserves in 2018/19 in order draw down in 2019/20 to create a discretionary fund for the new Council Tax Support Scheme
  - £0.300m to Streetscene to cover the delay in the delivery of savings associated with the rounds reorganisation
  - £0.100m for the Finance service to strengthen processes as the function is transferred back from the council's partner, Capita.

#### Transfers to reflect budget changes.

1.9.7 Insurance budgets in 2018/19 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:

Directorate	£
Adults and Communities	(4,820)
Assurance	(7,420)
Children's Family Services	(55,890)
Commissioning	(59,490)
Customer Support Group	(10,500)
Housing Needs Resources	(430)
Parking & Infrastructure	303,900
Regional Enterprise	(4,570)
Streetscene	42,140
Central Expenses	(202,920)
Total	-

1.9.8 Authorisation is requested to approve these budget transfers at recommendation 25.

## 1.10 Debt Write Off

1.10.1 The following write offs over £5k, are proposed to the Committee for write off.

- Sundry Debt write offs totalling £0.000m (nil),
- Council Tax write offs totalling £0.125m,
- Non-Domestic Rates write offs totalling £0.000m,
- Housing Benefits overpayment write offs totalling £0.038m,
- Housing (general fund) write offs totalling £0.000m (nil), and
- HRA write offs totalling £0.013m.

### Sundry Debt Write offs

1.10.2 There are no Sundry debt write-off's that require write off currently, such debts were cleared previously.

### Council Tax, Non-Domestic Rates and Housing Benefits Overpayments

1.10.3 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 £18.374m and for Business Rates is £6.001m.

### Council Tax

1.10.4 Irrecoverable council tax debts of £0.125m are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2004/05 to 2018/19.

1.10.5 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 following table below provides a breakdown of the age profile of these debts with the total value for each year recommended for write off.

1.10.6 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.

#### Council Tax write-offs in excess of £5,000

Summary of Write Off Amounts for Council Tax			
	Liability	Costs	Total Value
Financial year debt raised	£'s	£'s	£'s
2004/05	135		135
2005/06	816	99	915
2006/07	995	190	1,185
2007/08	632	402	1,034
2008/09	936	97	1,033
2009/10	1,886	436	2,322
2010/11	5,395	291	5,686
2011/12	9,645	485	10,130
2012/13	10,445	388	10,833
2013/14	14,234	970	15,204
2014/15	24,503	679	25,182
2015/16	25,822	776	26,598
2016/17	18,099	485	18,584
2017/18	4,840	291	5,131
2018/19	583	97	680
<b>Grand Total</b>	<b>118,965</b>	<b>5,686</b>	<b>124,652</b>

#### Non-Domestic Rates (NDR)

1.10.7 There are no National Non Domestic debt write-off's that require write off currently as they were previously presented to the Committee in December 2018 for approval.

#### Housing Benefits Overpayments

1.10.8 Irrecoverable HB overpayments of £0.038m are requested for write off.

HB Overpayments write-offs in excess of £5,000

Sundry Debts - Write offs over £5k			
Account Reference	Amount	Invoice Date	Comments
51266023	£5,823.30	13/06/2018	LA Error – Non Recoverable
51203684	£12,531.97	29/01/2016	LA Error – Non Recoverable
51198293	£8,140.52	19/11/2015	Debt Relief Order
51148784	£6,249.99	10/07/2014	Appeal – Non Recoverable
51156357	£5,013.72	25/09/2014	Debt Relief Order
<b>TOTAL</b>	<b>£37,759.50</b>		

### Housing General Fund debt Write-offs

1.10.9 There are no Housing General Fund debt write-off's in excess of £5,000 that require write off currently.

### HRA debt Write-offs

1.10.10 The scheduled write-offs, where the individual debt level is in excess of £5,000 is £0.013m relating to the HRA rent arrears.

#### HRA Write offs in excess of £5k

HRA - Write offs over £5k			
Account Number	Amount	Termination Date	Comments
170179541	13,009.80	19/03/2018	Deceased without estate
<b>Total</b>	<b>13,009.80</b>		

## **2. REASONS FOR RECOMMENDATIONS**

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

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

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

## **4. POST DECISION IMPLEMENTATION**

4.1.1 Following approval of these recommendations, resident consultation will begin on 12 December 2018 and end on 16 January 2019. The savings proposals will

then be reviewed in light of the results from the consultation and individual and cumulative equality impact assessment and a further set of proposals along with the findings from the consultation will be presented to Policy and Resources committee on 20 February 2019.

- 4.1.2 Policy and Resources Committee will then, after considering the consultation responses and the equalities impact assessments, refer the proposals to Council. Council will set the budget envelope. Some savings proposals may need individual detailed consultation and this will be carried out before individual decisions are made. If the consultation and equality impact assessment results are such that the decision makes decide not to implement the proposals then alternative proposals will be considered including the use of reserves.
- 4.1.3 Savings proposals along with the council tax requirement will then be taken to Council on 5 March 2019.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 This supports the council's corporate priorities as expressed through the Corporate Plan for 2019-24 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:
  - A pleasant, well maintained borough that we protect and invest in
  - Our residents live happy, healthy, independent lives with the most vulnerable protected
  - Safe and strong communities where people get along well

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

- 5.2.1 The revenue budget proposals will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of the council budget setting process. For this reason, the proposals are subject to change annually.
- 5.2.2 The budget proposals in this report will have an impact on staff. Individual reports will be presented to General Functions Committee detailing the extent of the impact on staffing.

### **5.3 Social Value**

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

Barnet living wage is an example of where the council has considered its social value powers.

## **5.4 Legal and Constitutional References**

- 5.4.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.
- 5.4.2 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their council tax requirement in accordance with the prescribed requirements of that section. This requires consideration of the authority’s estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.
- 5.4.3 As referred to in paragraphs 1.5.30 to 1.5.31, The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 amends section 11B of the Local Government Finance Act 1992 by introducing a new maximum amount by which the council tax could be increased for long term empty properties (empty for 2 years or more).
- 5.4.4 Local authorities owe a fiduciary duty to council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of the council tax payers and ratepayers and the community’s interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.
- 5.4.5 These proposals will be referred to Policy and Resources Committee consulted on, and if approved by Policy and Resources Committee referred on to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impact that cannot be mitigated.
- 5.4.6 All proposals emerging from the business planning process will need to be considered in terms of the council’s legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.
- 5.4.7 The Council Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees.

- 5.4.8 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010).
- 5.4.9 Under the financial regulations 2.4.15 any significant changes in the planned use of a reserve must be approved by Policy and Resources Committee.

## **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 Equality and diversity issues are a mandatory consideration in the decision making of the council.
- 5.6.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. A lot of proposals are in formative stages, so the equality impacts will need to be updated as the projects are rolled out. Many of these proposals will need to be subject to separate decisions and at this stage the decision maker will need to be equipped with an updated equality impact assessment before they can make their decision. Consideration of the duties should precede the decision. It is important that Policy and Resources Committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:
- 5.6.3 A public authority must, in the exercise of its functions, have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.4 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 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;
  - c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.6.5 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

- 5.6.6 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:
- a) Tackle prejudice, and
  - b) Promote understanding.
- 5.6.7 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
  - Sexual orientation
  - Marriage and Civil partnership
- 5.6.8 If deemed appropriate, a project may be subject to future individual committee decision once the budget envelope has been set by Council. The equality impacts will be updated for these decisions.
- 5.6.9 The Equality Act 2010 and The Public Sector Equality Duty impose legal requirements on elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing the proposals which emerge from the finance and business planning process, together with any mitigating factors. To allow the Council to demonstrate that it has met the Public Sector Equalities Duty as outlined above, each year the Council undertake a planned and consistent approach to business planning. This assesses the equality impact of relevant budget proposals for the current year (affecting staff and/or service delivery) across services and identifies any mitigation to ease any negative impact on particular groups of residents. At this stage of the budget planning process for 2019/20 savings and savings to 2024, the council has conducted a preliminary high level review of the equalities impact of the initial proposals and these are outlined in the savings templates, which have been approved by the relevant Theme Committees.
- 5.6.10 These are attached at appendix Q to this paper and give detail of analysis to date indicating where further equality analysis may be required. Between December 2018 and February 2019 Delivery Units reviewed their equality analyses as proposals develop and in response to consultation feedback. Savings that are continuing from previous years will require on-going analysis and new savings will require initial analysis. The EIAs for 2019/20 proposals will be kept under review and updated prior to publication with this final budget report to Policy and Resources Committee and Full Council.
- 5.6.11 Similarly, all human resources implications of the budget savings proposals will be managed in accordance with the council's Managing Organisational

Change policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

### **Equalities impact of budget**

5.6.11 The Cumulative Equalities Impact Assessment (CEIA) of the budget savings proposals for 2019/20 is shown at Appendix J.

5.6.12 For the 19/20 budget there are 12 savings proposals for which 11 EIAs have been conducted (proposals G8 and P2 have a combined EIA). Of these; six have forecasted the outcome of a positive or neutral impact, three negative impact and two that the impact is negative/unknown.

5.6.13 However, within overall positive and neutral EIAs there are also some negative impacts on certain characteristics.

5.6.14 Overall it has been identified that there may be a cumulative negative impact on residents with disabilities, on those within certain age groups and on individuals based on their marital status.

5.6.15 There are also some cumulative positive impacts, with young people, those of working age and those with disabilities being positive impacted by the proposed changes.

5.6.16 In addition to those with protected characteristics, the following groups may be negatively impacted by the 19/20 budget: carers, people on a low income, those unemployed and young people who are NEET.

5.6.17 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.

5.6.18 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.

5.6.19 The EIA process is an iterative process. 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.

### **5.7 Corporate Parenting**

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to

the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child

5.7.2 The Council, in setting its budget, has considered the Corporate Parenting Principles both in terms of savings and investment proposals. The Council proposals have sought to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.

5.7.3 The Council has invested a further £3.480m into these services for 2019/20. This will enable lower caseloads to be maintained as well as ensure there is sufficient resource to manage both the demand and the complexity of the work.

5.7.4 Each of the seven corporate parenting principles have, and will continue to be, considered as part of the development and delivery of MTFs proposals for 2019/20 and beyond. For example, in the case of placements savings, an initial strategic outline case has been developed which takes into account the corporate parenting principles, such as 'acting in the best the interests, and promoting the health and well-being of children and young people' and 'taking into account the views, wishes and feelings of children and young people'. Data from a range of sources was reviewed and analysed to inform the proposals, which included:

- Feedback from care about their experience of placements and unmet needs
- Data pertaining to care leavers rent and council tax arrears
- Consultation responses from care leavers regarding the newly introduced council tax relief policy
- Benchmarking with 'good' and 'outstanding' Ofsted rated local authorities

5.7.5 This insight enabled savings proposals to be developed through the lens of what a reasonable parent would do to support their own children, and ensured due regard of the corporate parenting principles. As work progresses to further develop business cases and deliver plans in order to achieve savings, further steps and opportunities will be taken to seek out the views of children in care and care leavers, and ensure services that meet their needs and reflect the corporate parenting principles continue to be delivered.

## **5.8 Consultation and Engagement**

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

- Where there is a statutory requirement in the relevant legislative framework
- Where the practice has been to consult, or, where a policy document states the council will consult, then the council must comply with its own practice or policy

- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation
- Where consultation is required to complete an equalities impact assessment.

5.8.2 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 allow those being consulted to be properly informed and to give an informed response
- There is adequate time given to the consultees to consider the proposals
- There is a mechanism for feeding back the comments and those comments are considered 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
- Where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

#### Consultation on the Corporate Plan

5.8.3 Public consultation and engagement on the Corporate Plan took place between 16 July 2018 and 23 September 2018. The findings from this have been considered and incorporated into the draft document.

5.8.4 A total of 287 questionnaires were completed and 141 residents attended the three Question Time Leader led events.

5.8.5 Key headlines from the consultation are as follows:

- A clear majority of those responding to the questionnaire agree with all the outcomes the council is proposing to focus on for the next five years, with around nine out of ten respondents (90%) agreeing with each of the councils proposed outcomes.
- There was a similar level of agreement for the priorities set out under each outcome, with 80-90% of respondents agreeing with each of the priorities.

The one exception to this was 'Delivering on our major regeneration schemes' where six out of ten agreed.

- Around 80% also agreed with the approach the council has outlined to deliver its outcomes over the next five years.
- When residents were asked to comment further, the main feedback was that they wanted more detail on how the priorities would be delivered and funded. This has resulted in more detail around the strategic approach to delivery being included in the draft corporate plan.
- Further comments on the outcomes, priorities and approach were very varied, the most common themes were around; street cleansing, tackling enviro-crime and anti-social behaviour, improving air quality and investing in sustainable transport methods.
- Comments on our approach related to outsourcing of services, robust management of contract and service delivery arrangements and a commitment to remaining transparent in our work. There was also a clear theme around how we balance our council tax rates with being able to deliver services.
- This feedback has now been incorporated and reflected in the draft plan.

#### General Budget Consultation 2019/20.

##### Overview

- 5.8.6 The general budget consultation began the day after Policy and Resources Committee on 11 December 2018 and concluded on 16 January 2019.
- 5.8.7 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 2019/20 savings. The outcomes of these consultations are being reported into the committee decision making processes.
- 5.8.8 The following paragraphs set out the headline findings from the general budget consultation 2019/20 which will be presented to Policy & Resources Committee on 20 February 2019, and Full Council on 5 March 2019. The detailed findings can be found in Appendix I.
- 5.8.9 Due to the low response rate to questions relating to protected characteristics, it has not been possible to disaggregate the survey responses by protected characteristic.

##### Summary of approach

5.8.10 The 2019/20 general budget consultation asked for views on:

- The overall budget, and savings and income generation proposals for 2019/20;
- Proposals for General Council Tax; and
- How to bridge the remaining budget gap from 2020 to 2024.

5.8.11 The 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 other alternative formats of the consultation were 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 resident's e newsletter, 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 the Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super-user mailing lists.

#### Response to the consultation

5.8.12 A total of 198 questionnaires have been completed -197 online, and one paper questionnaire. The table below shows the profile of those who responded to the questionnaire:

Stakeholder	Questionnaire response	
	%	Base
Barnet resident	89%	119
Working within the London Borough of Barnet area	2%	2
Barnet business	2%	2
Representing a voluntary/community organisation	3%	4
Representing a public-sector organisation	0%	0
Representing a school	0%	0
Other	2%	2
Prefer not to say	3%	4

<b>Total</b>	<b>101%<sup>1</sup></b>	<b>133</b>
<b>Not Answered</b>		<b>65</b>

5.8.13 There were also nine written responses: five from businesses; two from community groups and two from residents. These responses have also been incorporated into the findings. Further details of these responses are provided in Appendix I of this report.

### Summary of key findings

#### Views on a General Council Tax increase:

#### **The council's proposal to increase general Council Tax by 2.99% in 2019/20**

5.8.14 Over half of respondents (56%) support the council's proposal to increase general Council Tax by 2.99% in 2019/20. Just over a quarter of respondents (28%) oppose the increase, with the remainder indicating they 'neither support or oppose' (11%) or that they 'don't know' (5%).

#### **The council's proposal to increase general Council Tax annually by 2.99% from 2020/21 to 2024.**

5.8.15 There are similar levels of support (51%) for a further annual general Council Tax increase of 2.99% in the subsequent MTFs years, 2020/21 to 2023/24. A third of respondents (34%) oppose an annual increase of 2.99% of General Council Tax in subsequent years, with the remainder indicating they 'neither support or oppose' (9%) or that they 'don't know' (6%).

#### *A general Council Tax increase of more than 2.99% if this became available.*

5.8.16 The consultation asked respondents if they would be willing to accept an increase in general Council Tax of more than 2.99% if this option became available from central government in the future.

5.8.17 There was slightly less support for an increase in general Council Tax of more than 2.99% if this became available. Two fifths of respondents (40%) support an increase in general Council Tax of more than 2.99% if it became available. However, more respondents oppose this further increase (47%), with the remainder indicating they 'neither support or oppose' (8%) or that they 'don't know' (6%).

#### *Proposals for closing the remaining budget gap from 2020/21-2024*

5.8.18 Respondents were presented with the following three proposals for closing the remaining budget gap from 2020/21 to 2024:

- Reduction in the council's investment programme;

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<sup>1</sup> The total adds up to more than 100% due to rounding



- Making further savings within our Theme Committees;
- Making further use of limited reserves.

5.8.19 5.9.14 Respondents were first asked to indicate to what extent they support or oppose each proposal, and then asked to rank each proposal in order of their preference.

#### *Level of support for each proposal*

5.8.20 5.9.15 Making further use of limited reserves received the most support (45%), followed by further savings within Theme Committees (33%). There was much less support for reducing the council's investment programme (25%).

#### *Ranking of proposals*

5.8.21 5.9.16 Respondents ranked the proposals in the same order as their level of support:

- • 1st preferred proposal: Making further use of limited reserves;
- • 2nd preferred proposal: Making further savings within the Theme Committees;
- • 3rd preferred proposal: Reduction in the council's investment programme.

#### *Overall budget 2019/20*

5.8.22 Respondents were asked if they had any comments to make on the overall budget. Of those who responded to the questionnaire, 121 out of 198 gave a response to this question.

5.8.23 The type of comments received were varied, however there were some common themes that were evident. The most common themes that received a response of 6% or more have been summarised below. Percentages are based on those who answered this question<sup>2</sup>. Further details of all the comments are provided in section two of the Appendix I. It should also be noted that some respondents chose to comment on the saving lines at this question too:

- Concerns about Barnet's Leadership / Ability to implement change / Ability to deliver services, 12% (14 respondents);
- Agree with an increase in Council Tax, 11% (13 respondents);
- Children, Education and Safeguarding Committee: Concerned about Education budget, concern for cuts / Too little budget for Education, 10% (12 respondents). One resident who submitted a written response was also concerned about education;
- Policy and Resources is excessive / Takes a large amount of the available funds / P & R could deliver more efficiencies, 9% (11 respondents);

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<sup>2</sup> - Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 216 different types of comments were received from the 121 respondents who answered this question.

- Concerns about Barnet Council's financial management abilities / Allocation of financial resources / Concerns for causes of deficit (including Capita), 8 % (10 respondents);
- R5 Garden Waste Savings recovery plan: Disagree with charging for Green Waste, 8% (10 respondents). One resident who submitted a written response was also against this saving line;
- Comments on the consultation document: more information required /more transparency needed/less positive spin required/lacked policy impact details, 8% (10 respondents);
- Adults and Safeguarding Committee, E6, meeting eligible needs in more cost-effective settings proposal: Not supportive of this saving line/ Disagree with / Turning the clock back on disability rights / Savings line is against Human Rights, 6% (7 respondents). Two written responses received from representatives of a community group also cited similar concerns about this saving line;
- Shouldn't have frozen Council Tax in recent years, 6% (7 respondents).

5.8.24 Respondents also made comments on the Environment, R2 line: Revised Waste Offer. This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals.

- Respondents cited that they were against any reductions in weekly recycling and/ or refuse collection, 15% (18 respondents). Two residents who submitted written responses also cited similar concerns about R2.

#### *Savings and income proposals for 2019/20*

5.8.25 Respondents were also asked if they had any comments to make about the saving and income proposals identified for 2019/20. Of those who responded to the questionnaire, 60 out of 198 gave a response to this question. The most common themes which received a response of 6% or more have been summarised below. Percentages are based on those who answered this question<sup>3</sup>. Further details of all the comments are provided in section two of the Appendix I.

5.8.26 Again, the response to this question were varied and the most common themes, have been summarised below:

- Adults and Safeguarding Committee, E6 Meeting eligible needs in more cost- effective settings: Not supportive on this saving line / Disagree with / high concerns / Not legal / Going in the wrong direction / Turning the clock back on disability / it's against human rights, 15% (9 respondents). Two written responses from representatives of a community group also cited similar concerns about this saving line;
- Environment, R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste, 10% (6 respondents). One resident who submitted a written response was also against this saving line;

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<sup>3</sup> As on the previous question many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 117 different types of comments were received from the 60 respondents who answered this question.

- Environment, Bring back food waste recycling/brown bins, 8% (5 respondents).
- ARG income suggestions: *Consider selling off assets/ Barnet should partner with Housing Associations and convert commercial assets into residential developments / bring empty private properties into use to increase revenues*, 8% (5 respondents)
- Comments about the consultation document: *Make an easier to read document that includes everything / lack of executive summaries - the planned cuts are easily hidden in the complexity / is not easy to access all the elements*, 6% (4 respondents).

5.8.27 Again, respondents also made comments on the Environment, R2 line: Revised Waste Offer. This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals.

- Respondents cited that they were against any reductions in weekly recycling and/ or refuse collection, 20% (12 respondents). Two residents who submitted their comments in writing were also against R2.

*Alternative suggestions the council has not considered to help generate income or make savings*

5.8.28 Respondents were also asked if they had any alternative suggestions that the council has not considered to help generate income or make savings. Of those who responded to the questionnaire, 73 out of 198 gave a response to this question. The most common themes have again been summarised below. Percentages are based on those who answered this question<sup>4</sup>:

- Stop outsourcing / Cease Capita arrangement, 18% (13 respondents);
- Increase Council Tax to pay for services, 14% (10 respondents);
- Increase charges and penalties, 14% (10 respondents);
- Charge, fine and find other ways of raising income through waste and recycling 10% (7 respondents);
- Reduce staffing / Reduce Staffing Costs / Agency staff costs, 10% (7 respondents);
- Reduce senior / executive salaries, 8% (6 respondents);
- Challenge central government for more funding, 8% (6 respondents);
- Reduce waste, 7% (5 respondents).

5.8.29 Detailed analysis of all the open-ended questions is provided in Appendix I.

## 5.9 Insight

Not applicable.

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<sup>4</sup> Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 118 different types of comments were received from the 73 respondents who answered this question.

## 6. BACKGROUND PAPERS

Committee	Item & Agenda	Link
Policy & Resources 11 December 2018	Item 8 Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9460&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9460&amp;Ver=4</a>
Policy & Resources 23 October 2018	Item 10 Budget Management 2018/19	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9459&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9459&amp;Ver=4</a>
Policy & Resources 19 July 2018	Item 7 Business Planning	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9725&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9725&amp;Ver=4</a>
Policy & Resources 11 June 2018	Item 4 Business Planning	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9458&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9458&amp;Ver=4</a>
Full Council 6 March 2018	Item 12 Business Planning 2018-20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9162&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9162&amp;Ver=4</a>
Policy & Resources 13 February 2018	Item 13 Business Planning 2018-20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=8742&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=8742&amp;Ver=4</a>
Policy & Resources 21 July 2014	Item 6 Finance and Business Planning – Capital programme and review of reserves	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=7860&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=7860&amp;Ver=4</a>



Barnet 2024

# CORPORATE PLAN

2019 - 2024





# BARNET 2024



## Leader's Foreword

Barnet is a borough that we should be proud of. Our excellent schools, vibrant town centres, vast green spaces and diverse communities all contribute to the prosperous borough we live in. As we look to the future, we want to build on these strengths and make sure Barnet remains a great place to live and work. The pace of change in our world is fast, especially in the technology industry, so it's important that we move with the times, and make the most of the opportunities that come our way. This gives us the chance to embrace change and be innovative in the way that we deliver services. This Corporate Plan sets out how we intend to continue that journey.

Like all councils, we're being faced with a difficult financial challenge. More and more people are needing our services, there's less money to spend, and increasing uncertainty about how we will be funded in the future. This means that we've had to make some tough decisions around where we prioritise and spend our limited resources. We have thought about how we can deliver in different or more efficient ways to try and eliminate the need for us to completely stop doing things. This includes continuing to make sure that there is robust management of our budgets and our contracts to ensure we are delivering value for money to the tax payer. Long-term financial planning is key to ensuring this.

We remain open minded on how we will deliver services – whether that be direct or with a public or private sector partner. Our focus will be on selecting the best solution available to serve the people that live and work here.

We have also thought about how we balance our Council Tax rates with the need for funding to deliver valued local services. Having frozen general Council Tax for nine years to protect household budgets, we now need to factor in increases of 2.99% between now and 2024. This is the maximum under the current government legislation, and also the minimum we need to balance the books. This will help to pay for essential services, such as looking after our older and younger residents. Your feedback supports this approach, but there will also be an opportunity to have your say on the level of Council Tax set each year.

Despite the challenges, I am ambitious for Barnet, and the people that live and work here. Our plan sets out three main outcomes; and how we propose to deliver in priority areas to achieve these.

Having a clean, pleasant and well-maintained environment remains at the top of the list. We know that efficient weekly refuse collections, clean streets and well-maintained roads are some of the ways we can best support the quality of residents'

day to day lives. We want everyone to feel safe on the streets of Barnet, so we will continue to take tough action to tackle anti-social behaviour. This includes stamping down on environmental crimes such as fly tipping and littering.

As we continue to work to reduce the day-to-day running costs of the council to make savings, we are investing heavily in the future infrastructure of the borough to support the growing number of people who call Barnet home. As well as building new housing, leisure centres, schools and community buildings, the council is also investing in improvements to our roads and pavements and our green spaces.

Our ambition is for everyone to be as happy, healthy and independent as possible throughout their lives. Enabling access to a good education, skills and decent employment are all key priority areas.

As we go forward and embrace the changes ahead, we remain absolutely committed to ensuring the effective safeguarding of the borough's vulnerable children and adults. This commitment will not change. We will continue to improve our Children's Services and look for innovative ways to support our older population. We will also keep mental health and well-being as a top priority - raising awareness and tackling stigma and discrimination.

In the context of reducing budgets and growing demand pressures, the traditional role of the local authority as service deliverer is changing. Working with partners such as the police and health service is essential. We will also see a different relationship with communities continuing to emerge – one where we work together, with residents and businesses taking a shared responsibility for themselves and the borough. We are lucky to have strong voluntary, community and faith groups, and they will continue to play an important role in the borough.

I hope this Corporate Plan helps you understand more about how the council is approaching the challenges and opportunities over the next five years, and how we can work together for an even better Barnet.

Yours

**Richard Cornelius**  
Leader of the Council



## BARNET'S FINANCIAL POSITION 2019-2024

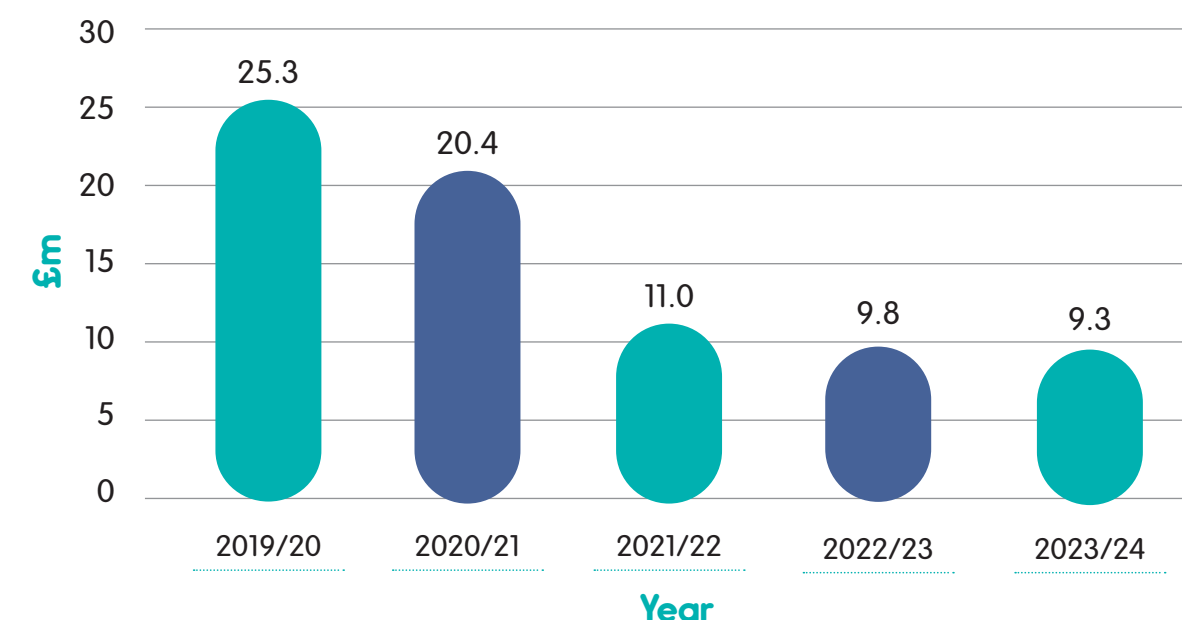
### The challenge:



**£155m**  
2010-2018: we  
have already  
saved £155m,  
while protecting  
frontline services  
as far as possible

Over the next five years we need to save a further **£75.8million**:

**BUDGET GAP: 2019/20 - 2023/24**



The challenge is set to continue and having already made a significant amount of reductions, the process of finding further savings is getting increasingly more difficult. Our Corporate Plan has been developed alongside our Medium Term Financial Strategy (MTFS) so that our investment and resources are focused on the areas that matter most.



# ABOUT THE BOROUGH



**394,400 residents**

Largest population in London

**37.3 average age**

Older than the London average (35.8)

**Over 180 languages**

spoken by primary school children



**85.2** Female life expectancy

**82** Male life expectancy

Above London averages of 84.2 and 80.4

**23.9% under 16**

Higher than the London average (22.6%)

Higher percentage of

**over 85 year olds**

compared to the rest of London on average

**70.5** crimes per  
**1,000** people

Below London average (92.9 per 1,000)



**Fewest number of police officers per resident**

compared to the rest of London.

**38.7% BME\***  
**population**

Below London average (42.5%)

\*Black and minority ethnic



**£50k average income**

Higher than outer London average (£44k)

Progress 8 scores\*

**ranked 2nd highest in the country**

\*based on pupils' attainment across eight subjects



**94.7%**

of pupils in

**good or outstanding**  
schools

**71.4% employed**

Below London average (74.2%)

**4.6% Unemployed**

Below London average (5.1%)



**23,000 businesses**

3rd highest in London

**14 libraries**



**5 leisure centres**

**8,675 hectares**

4th largest in London by size



**£544,597 average house price**

15 times median income

**DONATE**



**1,064 charities**

Over **750km** of  
**roads** to maintain

**157,000 houses,**

with a target to build

**31,340** over the next 10 years

**Housing tenure**

**61%** owned,

**13%**

rented from local authority/  
housing association

**26%** private rented sector

**28%** of the borough is  
**greenbelt** with over  
**200 parks** and  
**greenspaces**



## WHAT WE WANT TO ACHIEVE

Our proposed focus is on three main outcomes:

### OUTCOME



### OUTCOME



### OUTCOME



## PRIORITIES

A set of key priorities that we will be focusing on sit underneath each outcome, including detail of how we intend to deliver this. This doesn't aim to capture all that the council does, rather it provides a framework to guide us.

**OUTCOME**  
A pleasant,  
well  
maintained  
borough that  
we protect  
and invest in

Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections

Keeping the borough moving, including improvements to roads and pavements

Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces

Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

Investing in community facilities to support a growing population, such as schools and leisure centres

Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough

**OUTCOME**  
Our residents  
live happy,  
healthy,  
independent  
lives with the  
most vulnerable  
protected

Improving services for children and young people and ensuring the needs of children are considered in everything we do

Integrating health and social care and providing support for those with mental health problems and complex needs

Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life

Helping people into work and better paid employment

Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing

Ensuring we have good schools and enough school places so all children have access to a great education

**OUTCOME**  
Safe and  
strong  
communities  
where  
people get  
along well

Keeping Barnet safe

Tackling anti-social behaviour and environmental crime

Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime

Ensuring we are a family friendly borough

Focusing on the strengths of the community and what they can do to help themselves and each other

Supporting local businesses to thrive

## OUTCOME

**A pleasant, well maintained borough that we protect and invest in**



### Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections

How we will deliver this:

- supporting residents to reduce waste to below the London average by working on initiatives that promote waste minimisation and re-use
- working with landlords and agents to reduce the hidden 'throw away' culture in many communal dwellings
- fully utilising new street cleansing equipment
- reducing bin clutter in town centres by continuing to implement time-banded collections.

### Keeping the borough moving, including improvements to roads and pavements

How we will deliver this:

- improving the condition of our roads and pavements
- encouraging the use of public transport, walking and cycling through the 'healthy streets' approach
- lobbying for improvements to public transport and bringing back disused public transport such as rail lines
- developing a cycle network to major destinations in the borough without impeding main traffic routes
- promoting and continuing to roll out electric vehicle charging and car clubs
- using enforcement to increase compliance and support traffic to move smoothly and safely.

### Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces

How we will deliver this:

- developing masterplans that deliver significant improvements to parks
- delivering a tree planting programme across the borough to alleviate the effects of pollution
- identifying sites for using green spaces to promote health and wellbeing
- working with TfL and Highways England to improve air quality on the main network corridors and areas close to schools.

### Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents

How we will deliver this:

- increasing supply to ensure greater housing choice for residents
- delivering new affordable housing, including new homes on council-owned land
- prioritising people with a local connection and who give back to the community through the Housing Allocations Scheme
- ensuring that good landlords continue to provide accommodation and that poor-quality housing is improved.

### Investing in community facilities to support a growing population, such as schools and leisure centres

How we will deliver this:

- investing in community facilities such as:
  - new and replacement schools;
  - enhancing our indoor and outdoor sporting facilities;
  - maintaining our 21st century libraries;
  - transformation of parks and open spaces.

### Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough

How we will deliver this:

- working with partners to deliver the Brent Cross Cricklewood scheme which includes; a new town centre, train station, 27,000 jobs and 7,500 new homes
- working with The Barnet Group to deliver housing on smaller sites across the borough
- continuing to invest in Colindale, including through:
  - progressing the development of Grahame Park
  - enhancements to Colindale Tube station
  - ensuring that the major housing developments in the area contribute to an overall sense of place.



### OUTCOME

**Our residents live happy, healthy, independent lives with the most vulnerable protected**



**Improving services for children and young people and ensuring the needs of children are considered in everything we do**

How we will deliver this:

- improving children's services to get a 'good' Ofsted rating
- providing effective leadership and empowering staff
- improving the social, emotional and mental health and wellbeing of children and young people
- preventing young people from getting involved in violence, crime, exploitation and anti-social behaviour
- being a good corporate parent to children in care and care leavers.

**Integrating health and social care and providing support for those with mental health problems and complex needs**

How we will deliver this:

- working with local NHS organisations, GPs and NHS Barnet Clinical Commissioning Group to provide more health and care services closer to home
- working with the NHS to achieve timely discharge from hospital for patients
- offering, and signposting to, prevention support for people to stay active and more independent in the community
- Continuing to offer support to working age adults with mental health needs
- implementing the 'whole borough' social prescribing model for referring people to interventions in the community such as; exercise classes, reading clubs etc.

**Supporting our residents who are older, vulnerable or who have disabilities, to remain independent and have a good quality of life**

How we will deliver this:

- opening new Extra Care schemes for people that need additional support to remain living independently
- providing enablement services that help people regain or increase their independence
- using technology to enhance independence and assist with care
- offering support for carers of people with dementia
- providing equipment that allows people to stay more independent at home.

**Helping people into work and better paid employment**

How we will deliver this:

- working with partners to provide employment support
- offering employment schemes and apprenticeships on the regeneration sites
- offering specific support to help people find work such as care leavers, people with disabilities and Universal Credit claimants
- promoting apprenticeships across Barnet and supporting businesses to make use of the apprenticeship levy.

**Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing**

How we will deliver this:

- delivering new indoor and outdoor sporting facilities and enhancing existing sporting facilities
- ensuring participation in sport and physical activity is accessible and inclusive for all
- giving residents access to health and wellbeing information and activities through the Fit and Active Barnet (FAB) framework
- completing the implementation of the new leisure contract (which includes a range of well-being services such as; the Fit and Active Barnet Card, weight management services, falls prevention, diabetes control and dementia friendly sessions)
- supporting residents across the life-course to maintain and improve their mental health and wellbeing by raising awareness, tackling stigma and discrimination and making mental health everyone's business
- providing a digital offer of interventions for residents such as; OneYou, health checks and smoking cessation services
- implementing the Healthy Weight Strategy taking a life-course approach.

**Ensuring we have good schools and enough school places so all children have access to a great education**

How we will deliver this:

- planning and forecasting to deliver school places to meet identified needs
- improving pupils' achievement and narrowing the attainment gap
- improving outcomes for children and young people with special educational needs and disabilities
- supporting children to have the best start in life and be ready for learning.

OUTCOME

Safe and strong communities where people get along well



Keeping Barnet safe

How we will deliver this:

- maintaining low levels of crime, anti-social behaviour and substance misuse on our streets
- ensuring the effective management of offenders to reduce offending
- supporting victims of crime and anti-social behaviour to reduce the risk of repeat victimisation
- delivering the Violence Against Women and Girls Strategy
- delivering a multi-agency response to violence, vulnerability and the criminal exploitation of children and vulnerable adults
- reducing the fear of crime.

Tackling anti-social behaviour and environmental crime

How we will deliver this:

- delivering targeted multi-agency interventions in areas subjected to persistent crime, anti-social behaviour and environmental crime (such as fly-tipping and littering)
- using enforcement tools and powers to protect communities, reduce offending and increase compliance.

Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime

How we will deliver this:

- raising awareness of Barnet’s diverse communities and providing opportunities to celebrate and promote cohesion
- preventing radicalisation and supporting victims of hate crime, including raising awareness
- working with local community groups to respond to hate crime
- mapping and building relationships with new and emerging communities.

Ensuring we are a family friendly borough

How we will deliver this:

- helping children to live in safe and supportive families and communities
- providing services that encourage and build resilience
- increasing the participation, voice and influence of young people
- embedding children’s rights across policies and procedures
- ensuring children and families know about and can influence decisions that affect them.

Focusing on the strengths of the community and what they can do to help themselves and each other

How we will deliver this:

- encouraging individual and corporate volunteers to help build active communities
- providing access to a comprehensive directory of community resources
- supporting the voluntary, community and faith sector to build capacity for meeting the needs of residents
- developing strong and resilient partnerships through the Communities Together Network and Barnet Multi-Faith Forum

Supporting local businesses to thrive

How we will deliver this:

- streamlining council access for businesses and developing a clear business support offer through Entrepreneurial Barnet
- reducing the numbers of vacant units to ensure key town centres are thriving
- encouraging residents and local businesses to play an active role in shaping their high streets
- supporting businesses to improve workplace health
- making Barnet the best place in London to be a small business.



# OUR APPROACH

WE HAVE SET OUT BELOW HOW WE INTEND TO DELIVER BOTH OUR STATUTORY DUTIES AND AMBITIONS FOR BARNET WITHIN OUR FINANCIAL CONSTRAINTS. WE WANT TO ENSURE THAT TAXPAYERS MONEY GOES AS FAR AS IT CAN.

## A FAIR DEAL

- Delivering services that matter most by making decisions to prioritise our limited resources
- Providing value for money for the taxpayer and ensuring we are transparent in how we operate
- Standing up for Barnet and ensuring it gets its fair share of resources including policing and general funding

## EFFICIENT AND EFFECTIVE COUNCIL

- Managing our finances and contracts robustly
- Providing residents with the assistance they need at the first point of contact and greater access to online services and support
- Treating residents equally, with understanding and respect, with all having access to quality services

## MAXIMISING OPPORTUNITY

- Taking a commercial approach to generating income, and looking for new opportunities to generate revenue from our estate
- Making use of evolving technology and innovation to help us achieve better outcomes and become more efficient
- Capitalising on opportunities from responsible growth and development to boost the local economy

## SHARED RESPONSIBILITY

- Working with residents and the community to share responsibility to ensure Barnet thrives
- Focusing on prevention and early help so residents can live independently for as long as possible
- Collaborating locally to achieve the best outcomes for Barnet





SCHOOLS

COMMUNITIES

HEALTHY

STRONG

INVESTMENT

RESIDENTS

SAFE

Resources vs. Expenditure	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Resources	294.295	288.282	298.453	306.965	314.237
Expenditure	299.653	294.212	299.315	306.098	313.999
<b>Net Surplus/(Deficit)</b>	<b>(5.357)</b>	<b>(5.931)</b>	<b>(0.862)</b>	<b>0.867</b>	<b>0.239</b>
<b>Funded from reserves</b>	<b>5.357</b>	<b>2.965</b>	<b>0.000</b>	<b>(0.867)</b>	<b>(0.239)</b>
<b>Net Surplus/(Deficit) after reserves</b>	<b>0.000</b>	<b>(2.966)</b>	<b>(0.862)</b>	<b>0.000</b>	<b>0.000</b>

Forecast Expenditure	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
<b>Base Expenditure Budget</b>	<b>293.342</b>	<b>299.653</b>	<b>294.212</b>	<b>298.115</b>	<b>303.723</b>

Inflation - Pay	2.489	2.048	2.105	2.130	2.130
Inflation - Non Pay	3.144	3.344	3.428	3.497	3.497
Capital Financing Costs	1.700	(0.353)	(0.785)	(1.164)	0.000
Superannuation Rate	0.491	0.000	0.000	0.000	0.000
<b>Statutory / Cost Drivers Sub Total</b>	<b>7.824</b>	<b>5.039</b>	<b>4.748</b>	<b>4.463</b>	<b>5.627</b>

Contingency - general risks	1.790	2.800	3.100	5.800	6.200
Transfer to smoothing reserve	(4.390)	0.000	0.000	0.000	0.000
North London Waste Authority levy	1.012	1.000	1.000	1.000	1.000
Service Pressures - MTFS	13.168	5.255	5.500	5.000	5.000
Council Tax Support Discretionary Relief	0.500	(0.500)	0.000	0.000	0.000
<b>Service Expenses sub total</b>	<b>12.080</b>	<b>8.555</b>	<b>9.600</b>	<b>11.800</b>	<b>12.200</b>

IBCF & Adult Social Care grant	1.547	0.000	0.000	0.000	0.000
London Crime Prevention Fund	0.344	0.000	(0.344)	0.000	0.000
Flexible Homelessness Support Grant	4.250	(4.250)	0.000	0.000	0.000
Special Educational Needs & Disability	0.231	(0.231)	0.000	0.000	0.000

<b>Grant Income grossed up</b>	<b>6.372</b>	<b>(4.481)</b>	<b>(0.344)</b>	<b>0.000</b>	<b>0.000</b>
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<b>Total Forecast Expenditure</b>	<b>319.618</b>	<b>308.766</b>	<b>308.216</b>	<b>314.378</b>	<b>321.550</b>
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Forecast Resources	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
<b>New Formula Grant Funding</b>					
Business Rates (inc. S31 Grants)	65.900	36.366	37.093	37.093	37.093
Business Rates Localisation	2.700	0.000	0.000	0.000	0.000
Business Rates Top Up / (Tariff)	0.000	22.536	22.987	22.987	22.987
RSG	0.000	3.856	3.849	3.849	3.849
<b>New Formula Grant Sub Total</b>	<b>68.600</b>	<b>62.758</b>	<b>63.930</b>	<b>63.930</b>	<b>63.930</b>

**Council Tax**

<b>Council Tax Income</b>	<b>178.296</b>	<b>186.470</b>	<b>193.756</b>	<b>201.599</b>	<b>209.297</b>
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CT Collection Fund Contribution	0.000	0.000	0.000	0.000	0.000
PFI Credit	2.235	2.235	2.235	2.235	2.235
New Homes Bonus	10.224	10.424	11.428	10.921	10.921
Housing and CT Benefit Admin	1.621	1.459	1.313	1.313	1.313
Public Health	16.703	16.700	16.700	16.700	16.700
London Crime Prevention Fund	0.344	0.344	0.000	0.000	0.000
Flexible Homelessness Support Grant	4.250	0.000	0.000	0.000	0.000



Resources vs. Expenditure	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Special Educational Needs & Disability Grant	0.231	0.000	0.000	0.000	0.000
Social Care (ASC and CSC)	2.500	0.000	0.000	0.000	0.000
ASC Grant	1.400	0.000	0.000	0.000	0.000
ASC Grant / IBCF	7.891	7.891	7.891	7.891	7.891

<b>Other Funding Sub Total</b>	<b>225.695</b>	<b>225.523</b>	<b>233.323</b>	<b>240.660</b>	<b>248.358</b>
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<b>Total Income From Grant and Council Tax</b>	<b>294.295</b>	<b>288.282</b>	<b>297.253</b>	<b>304.590</b>	<b>312.287</b>
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Budget Gap before Savings and Pressures	(25.323)	(20.484)	(10.963)	(9.788)	(9.262)
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Saving Proposals Identified	19.965	14.553	8.901	8.280	7.551
Adults Pipeline Savings	0.000	0.000	1.200	2.375	1.950

<b>Proposed Savings</b>	<b>19.965</b>	<b>14.553</b>	<b>10.101</b>	<b>10.655</b>	<b>9.501</b>
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Budget Gap after Savings	(5.357)	(5.931)	(0.862)	0.867	0.239
Collection Fund Smoothing Reserve	0.616	0.000	0.000	0.000	0.000
Reserve to Fund discretionary relief for CTRS	0.500	0.000	0.000	0.000	0.000
Reserve to fund increased investment in Streetscene	0.500	0.000	0.000	0.000	0.000
Specific reserves contribution	3.741	2.965	0.000	(0.867)	(0.239)

<b>Reserves Sub Total</b>	<b>5.357</b>	<b>2.965</b>	<b>0.000</b>	<b>(0.867)</b>	<b>(0.239)</b>
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<b>Total funding Surplus/(Deficit)</b>	<b>0.000</b>	<b>(2.966)</b>	<b>(0.862)</b>	<b>0.000</b>	<b>0.000</b>
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<b>Council Tax Requirement</b>	<b>178.296</b>	<b>186.470</b>	<b>193.756</b>	<b>201.599</b>	<b>209.297</b>
Council Tax Base	145,560	147,813	149,130	150,662	151,874
London Borough of Barnet Council Tax	£1,224.90	£1,261.52	£1,299.24	£1,338.09	£1,378.10
%age Increase	2.99%	2.99%	2.99%	2.99%	2.99%
London Borough of Barnet precept	£1,224.90	£1,261.52	£1,299.24	£1,338.09	£1,378.10
%age Increase	2.99%	2.99%	2.99%	2.99%	2.99%
Social Care precept	£0.00	£0.00	£0.00	£0.00	£0.00
%age Increase	0.00%	0.00%	0.00%	0.00%	0.00%
GLA precept	£320.51	£330.09	£339.96	£350.13	£360.60
%age Increase	8.93%	2.99%	2.99%	2.99%	2.99%
Total Council Tax	£1,545.41	£1,591.62	£1,639.21	£1,688.22	£1,738.70
%age Increase	4.17%	2.99%	2.99%	2.99%	2.99%



**Appendix C**  
**COUNCIL TAX RESOLUTION**  
**Statutory Determination of Council Tax 2019-20 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 **145,560** (band D equivalent) as the amount for the Council Tax Base for the year 2019/20 [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 2019/20 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

i) **£1,000,195,912** 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) **£821,899,468** 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) **£178,296,444** 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 31B (1) of the Act;

iv) **£1,224.90** 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 2019/20 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 2019/20.

4) Note that the table below sets out the amounts of Council Tax for 2019-20 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	816.60
B	952.70
C	1,088.80
D	1,224.90
E	1,497.10
F	1,769.30
G	2,041.50
H	2,449.80

5) Note that for the year 2019-20, the Greater London Authority has 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	213.67
B	249.29
C	284.90
D	320.51
E	391.73
F	462.96
G	534.18
H	641.02

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 2019-20 for each of the categories of dwellings as shown below.

Council Tax Band	Total
A	1,030.27
B	1,201.99
C	1,373.70
D	1,545.41
E	1,888.83
F	2,232.26
G	2,575.68
H	3,090.82

## Appendix D1 Revenue Budget 2019/20

	2018/19		2019/20
	Re-stated Original Estimate	Re-stated Current Estimate	Original Estimate
	£	£	£
<b><u>Council Services</u></b>			
Adults and Health	107,561,805	113,962,535	111,116,815
Assurance	6,269,085	6,542,839	7,398,839
Children's Services	62,807,848	66,657,148	66,116,648
Deputy Chief Executive	32,861,857	37,549,068	33,918,878
Environment	33,025,247	34,309,274	34,222,274
Finance	53,649,232	44,466,880	58,790,290
Regional Enterprise	325,607	688,607	1,353,607
Special Parking Account	(10,849,801)	(10,834,471)	(13,264,471)
<b>Total Service Expenditure</b>	<b>285,650,880</b>	<b>293,341,880</b>	<b>299,652,880</b>

## REVENUE BUDGET 2019/20

BUDGET	2018/2019 Original	2018/2019 Current	2019/20 Original
<b>Total Service Expenditure</b>	£ <b>285,650,880</b>	£ <b>293,341,880</b>	<b>299,652,880</b>
Contribution to / (from) Specific Reserves	(2,750,126)	(2,750,126)	(5,357,436)
<b>NET EXPENDITURE</b>	<b>282,900,754</b>	<b>290,591,754</b>	<b>294,295,444</b>
Other Grants	(32,020,000)	(38,311,000)	(47,399,000)
<b>BUDGET REQUIREMENT</b>	<b>250,880,754</b>	<b>252,280,754</b>	<b>246,896,444</b>
Business Rates Retention	(74,360,000)	(75,760,000)	(68,600,000)
Business rates top-up	0	0	0
<b>BUSINESS RATES INCOME</b>	<b>(74,360,000)</b>	<b>(75,760,000)</b>	<b>(68,600,000)</b>
RSG	0	0	0
Collection Fund Adjustments	(7,732,000)	(7,732,000)	0
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>168,788,754</b>	<b>168,788,754</b>	<b>178,296,444</b>
Greater London Authority - Precept	41,756,533	41,756,533	46,653,436
<b>COUNCIL TAX REQUIREMENT</b>	<b>210,545,287</b>	<b>210,545,287</b>	<b>224,949,880</b>

Components of the Council Tax (Band D)	2018/19	2019/20	Increase
	£	£	
Mayors Office for Policing and Crime	218.14	242.13	11.00%
London Fire & Emergency Planning Authority	47.04	53.00	12.67%
Mayor, Adminstration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	29.05	25.38	(12.63%)
<b>Greater London Authority</b>	<b>294.23</b>	<b>320.51</b>	<b>8.93%</b>
<b>London Borough of Barnet</b>	<b>1,189.34</b>	<b>1,224.90</b>	<b>2.99%</b>
<b>Total</b>	<b>1,483.57</b>	<b>1,545.41</b>	<b>4.17%</b>

# REVENUE BUDGET 2019/20

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2018/19	2019/20	Tax Yield
	£	£	£
[Up to £40,000]	989.04	1,030.27	2,280,297
[Over £40,000 & up to £52,000]	1,153.89	1,201.99	7,197,300
[Over £52,000 & up to £68,000]	1,318.73	1,373.70	28,876,397
[Over £68,000 & up to £88,000]	1,483.57	1,545.41	48,167,054
[Over £88,000 & up to £120,000]	1,813.24	1,888.83	49,866,925
[Over £120,000 & up to £160,000]	2,142.94	2,232.26	38,597,316
[Over £160,000 & up to £320,000]	2,472.61	2,575.68	37,893,301
[Over £320,000]	2,967.14	3,090.82	12,071,290
			224,949,880

## COUNCIL TAXBASE

Council Taxbase	2018/19	2019/20	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	172,575	174,811	270,154,668
Exemptions	(2,641)	(2,866)	(4,429,145)
Disabled reductions	(112)	(115)	(177,722)
Discounts (10%, 25% & 50%)	(28,272)	(27,869)	(43,069,031)
Adjustments	2,517	3,806	5,881,830
Aggregate Relevant Amounts	144,067	147,767	228,360,600
Non-Collection (1.5% both years)	(2,163)	(2,215)	(3,423,083)
Contributions in lieu from MoD	14	8	12,363
	141,918	145,560	224,949,880

Budget Summary and Forward Plan					
Adults & Health	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b>Original Budget</b>	107,561,805	111,116,815	107,290,815	104,056,815	99,999,815
<b>Virements approved in prior period</b>	6,400,730				
<b>Revised Base Budget</b>	<b>113,962,535</b>	<b>111,116,815</b>	<b>107,290,815</b>	<b>104,056,815</b>	<b>99,999,815</b>
<b>Efficiencies</b>					
Staffing efficiency based on the previous MTFS (213k), plus an additional 5% budget reduction across adult social care staffing. (Total staffing is circa £15.5m)	(682,000)	(113,000)			
Committee has agreed a new contract with YourChoice Barnet which included a transformation of the service model to deliver better outcomes.	(227,000)	(369,000)			
Rescoping and targeting of prevention contracts- the savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness.	(370,000)	(255,000)	(43,000)		
Public Health Savings	(339,500)				
Senior Management Restructure	(305,220)				
Telecare overheads- This proposal is to continue with telecare services, maintaining the use of care technology to support people and reduce care costs while reducing the cost of the services by bringing the management of the telecare service in house.		(155,000)			
The council will consider the full range of care options to meet eligible needs, rather than offering community-based placements by default. The saving level is based on the assumption that new clients are placed in cheaper accomodation settings where appropriate.	(424,000)				
Reduction in printing costs	(25,000)	(25,000)			
Health Improvement- smaller scale initiatives will be replaced by awareness raising campaigns				(100,000)	
Staffing- proposed restructure to centralise public health functions across the council (5 FTE savings)					(143,000)
Health Checks- reconfiguration of healthchecks via GP federation to focus on hub approach will result in management cost reduction					(50,000)
Sexual Health Services- London wide sexual health transformation including digital testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention		(100,000)	(310,000)	(250,000)	(100,000)
Reduction in Public Health Grant	(453,000)				
<b>Efficiencies Total</b>	<b>(2,825,720)</b>	<b>(1,017,000)</b>	<b>(353,000)</b>	<b>(350,000)</b>	<b>(293,000)</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Adults & Health	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b><u>Service Redesign</u></b>					
Healthy Child Programme- service redesign		(324,000)			(59,000)
<b>Service Redesign Total</b>	<b>0</b>	<b>(324,000)</b>	<b>0</b>	<b>0</b>	<b>(59,000)</b>
<b><u>Reducing Demand, Promoting Independence</u></b>					
Continuation and further development of work to deliver savings through supporting older people in alternative ways	(192,000)				
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care, leading to a reduction in care package costs	(300,000)				
Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs.	(285,000)	(500,000)	(100,000)	(150,000)	
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	(188,000)	(112,000)			
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.		(100,000)	(160,000)		
Plans are in place to develop a third Extra-Care Housing scheme at Cheshire House, with 75 units. Projected to be completed in 2020/21.				(100,000)	(100,000)
<b>Reducing Demand, Promoting Independence Total</b>	<b>(965,000)</b>	<b>(712,000)</b>	<b>(260,000)</b>	<b>(250,000)</b>	<b>(100,000)</b>
<b><u>Income</u></b>					
As part of the Better Care Fund (BCF) pooled budget the council is expected to receive an uplift of 1.9% or £148,000 in 2019/20.n The 'saving' is made from the base budget, which has been replaced by the BCF.	(647,000)				
Replacement of base budget with Improved Better Care grant funding	(1,391,000)				
Implementation of a pre-paid care solution and transitioning 80% of direct payment clients to it, thereby increasing transparency and recouping unspent/wrongly spent monies from clients.	(250,000)	(250,000)			
Improving the process of bad debt collection and pre-emptively channelling more clients onto direct debits to prevent debting, we may be able to reduce the budgetary provision for bad debt by 10%	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)

Adults & Health	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Ensure a VAT efficient leisure contract		(61,000)	(124,000)	(159,000)	(184,000)
Use of SPA contract income paid to council		(912,000)	(747,000)	(373,000)	(258,000)
Maintaining affordable levels of inflation on care and support packages while continuing to meet statutory duties	(1,000,000)	(500,000)	(500,000)	(500,000)	(500,000)
	<b>(3,388,000)</b>	<b>(1,773,000)</b>	<b>(1,421,000)</b>	<b>(1,082,000)</b>	<b>(992,000)</b>
<b>Income Total</b>					
<b>Pipeline Savings</b>					
Additional 5% staffing reduction in 2022/23				(725,000)	
Continuation and further development of work to deliver savings through supporting older people in alternative ways			(200,000)	(200,000)	(200,000)
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care, leading to a reduction in care package costs			(100,000)	(100,000)	
Additional £2.5m saving on care spend for clients with a learning disability based on reducing spend per population for this client group to the level of the lowest quartile of London authorities			(400,000)	(850,000)	(1,250,000)
An additional £1.5m saving on care spend for clients with Mental Health needs, based on reducing spend per population for this client group to the level of the lowest quartile of London authorities			(500,000)	(500,000)	(500,000)
<b>Pipeline Savings Total</b>	<b>0</b>	<b>0</b>	<b>(1,200,000)</b>	<b>(2,375,000)</b>	<b>(1,950,000)</b>
<b>Grossing up of grants</b>					
Improved Better Care Fund	1,547,000				
<b>Grossing up of grants total</b>	<b>1,547,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Existing Placements	856,000				
Anticipated change in complexity	780,000				
Increase requirement in DoLS Assessments	100,000				
Investment into telecare equipment	450,000				
Ordinary Residents Cases	600,000				
CHC extra income	0				
<b>Pressures Total</b>	<b>2,786,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>111,116,815</b>	<b>107,290,815</b>	<b>104,056,815</b>	<b>99,999,815</b>	<b>96,605,815</b>



## Adults and Health

	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
ASC Prevention Services	5,143,731	5,497,637	4,830,077
<b>A&amp;H Prevention Services</b>	<b>5,143,731</b>	<b>5,497,637</b>	<b>4,830,077</b>
ASC Workforce	14,377,518	15,397,239	14,376,219
<b>A&amp;H Workforce</b>	<b>14,377,518</b>	<b>15,397,239</b>	<b>14,376,219</b>
Integrated Care - Learning Disabilities	26,276,712	28,226,063	28,156,157
Integrated care - Mental Health	5,331,162	6,603,552	7,331,086
Integrated Care - Older Adults	31,677,964	32,139,227	31,072,937
Integrated Care - Physical Disabilities	7,090,688	8,429,857	8,134,379
<b>Strategic Commissioning</b>	<b>70,376,526</b>	<b>75,398,699</b>	<b>74,694,559</b>
Leisure, Sports and Physical Activity	508,030	508,910	508,910
<b>Leisure, Sports and Physical Activity</b>	<b>508,030</b>	<b>508,910</b>	<b>508,910</b>
Public Health	17,156,000	17,160,050	16,707,050
<b>Public Health</b>	<b>17,156,000</b>	<b>17,160,050</b>	<b>16,707,050</b>
<b>Adults and Health</b>	<b>107,561,805</b>	<b>113,962,535</b>	<b>111,116,815</b>

	Re-stated Original Estimate 2018/19	Re-stated Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	(28,751)	(101,556)	(52,651)
Employee Related	15,389,866	18,802,085	17,758,165
Premises Related	70,742	81,702	93,602
Secondary Recharges	1,069,568	870,081	870,081
Supplies/Services	6,550,486	5,456,512	5,377,477
Third Party Payments	103,098,621	108,416,295	105,930,335
Transfer Payments	17,268,778	16,300,354	15,819,410
Transport Related	219,583	213,829	213,829
<b>Intergrated Care</b>	<b>143,638,893</b>	<b>150,039,302</b>	<b>146,010,248</b>
Customer & Client Receipts	(13,122,287)	(13,238,067)	(13,338,067)
Government Grants	(1,705,245)	(1,564,790)	(1,564,790)
Other Grants & Reinbursments	(21,249,556)	(21,273,910)	(19,990,576)
<b>Strategic Commissioning</b>	<b>(36,077,088)</b>	<b>(36,076,767)</b>	<b>(34,893,433)</b>
<b>Adults and Health</b>	<b>107,561,805</b>	<b>113,962,535</b>	<b>111,116,815</b>

Budget Summary and Forward Plan					
Assurance	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	6,269,085	7,398,839	7,227,839	7,127,839	7,027,839
Virements approved in prior period	273,754				
Revised Base Budget	6,542,839	7,398,839	7,227,839	7,127,839	7,027,839
<b>Efficiencies</b>					
Paperless committees (subject to robust digital infrastructure- hence implement in 2020/21)		(68,000)			
Stop rental costs for member surgeries and use council owned/free premises	(4,000)				
Stop funding of printer cartridges as part of digitisation		(3,000)			
Stop funding of BT lines for elected members	(16,000)				
<b>Efficiencies Total</b>	<b>(20,000)</b>	<b>(71,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
<b>Service Redesign Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
<b>Reducing Demand, Promoting Independence Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
Make CAFT team cost neutral through increased income generation including expansion of sold service to OLAs		(100,000)	(100,000)	(100,000)	(116,000)
<b>Income Total</b>	<b>0</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(116,000)</b>
<b>Pressures</b>					
Internal Audit Service Growth	116,000				
Emergency Planning Resilience to London wide standard	160,000				
HB Public Law legal costs budget rightsize	600,000				
<b>Pressure</b>	<b>876,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>7,398,839</b>	<b>7,227,839</b>	<b>7,127,839</b>	<b>7,027,839</b>	<b>6,911,839</b>

## Assurance

	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
Assurance & Business Development	766,673	887,923	1,140,923
Counter Fraud Operations	498,860	420,650	349,650
Electoral Service	549,345	686,845	664,845
Governance	2,167,700	2,204,860	2,184,860
Internal Audit	250,110	254,960	370,960
<b>Assurance</b>	<b>4,232,688</b>	<b>4,455,238</b>	<b>4,711,238</b>
Legal Advice and Monitoring	2,036,397	2,087,601	2,687,601
<b>Legal Advice and Monitoring</b>	<b>2,036,397</b>	<b>2,087,601</b>	<b>2,687,601</b>
<b>Assurance</b>	<b>6,269,085</b>	<b>6,542,839</b>	<b>7,398,839</b>

	Re-stated Original Estimate 2018/19	Re-stated Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	0	150,000	150,000
Employee Related	3,701,498	3,771,548	3,887,548
Premises Related	1,520	1,520	1,520
Secondary Recharges	101,187	102,187	102,187
Supplies/Services	3,452,909	3,505,613	4,245,613
Transport Related	28,580	28,580	28,580
<b>Intergrated Care</b>	<b>7,285,694</b>	<b>7,559,448</b>	<b>8,415,448</b>
Customer & Client Receipts	(839,362)	(839,362)	(839,362)
Other Grants & Reinbursments	(177,247)	(177,247)	(177,247)
<b>Strategic Commissioning</b>	<b>(1,016,609)</b>	<b>(1,016,609)</b>	<b>(1,016,609)</b>
<b>Assurance</b>	<b>6,269,085</b>	<b>6,542,839</b>	<b>7,398,839</b>

Budget Summary and Forward Plan					
Children's Services	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	62,807,848	66,116,648	64,157,648	63,148,648	61,744,648
Virements approved in prior period	3,849,300				
Revised Base Budget	66,657,148	66,116,648	64,157,648	63,148,648	61,744,648
<b>Efficiencies</b>					
Public Health Savings	(339,500)				
Contract management, including keeping inflation costs down	(418,000)	(334,000)	(334,000)	(334,000)	(334,000)
<b>Efficiencies Total</b>	<b>(757,500)</b>	<b>(334,000)</b>	<b>(334,000)</b>	<b>(334,000)</b>	<b>(334,000)</b>
<b>Service Reduction</b>					
<b>Service Reduction Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Savings through better use of grant funding- e.g. Troubled Families, Youth Justice and Trusted Relationships Grant	(275,000)	(200,000)			
Development of 0-19 Family Hubs, including reconfiguration of Council staff into Hubs, with no impact on front line staff	(527,000)				
Transfer Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	(75,000)	(75,000)			
Implement new multi-agency arrangements for safeguarding children to replace the current Local Safeguarding Children Board		(100,000)			
Reduce spend through commissioning less external counsel		(250,000)			
Re-modelling of contact centre- this proposal will be subject to a future report, once future detail is known				(150,000)	(200,000)
Remodelling of placements to reduce number of children in high cost placements	(400,000)	(450,000)	(405,000)	(550,000)	(725,000)
Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour					(200,000)
Back office saving through voluntary option for back office staff to work 4 day weeks			(270,000)	(270,000)	
This will be delivered next year through 1) Cambridge Education contract savings- a rebate on pensions under 'allowable assumptions' which will deliver 19/20 savings and 2) ending the Barnet Pre-School Learning Alliance contract.	(277,000)	(50,000)			
Education and Skills- new delivery model	(450,000)				
A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	(190,000)	(200,000)			
<b>Service Redesign Total</b>	<b>(2,194,000)</b>	<b>(1,325,000)</b>	<b>(675,000)</b>	<b>(970,000)</b>	<b>(1,125,000)</b>

Children's Services	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b><u>Reducing Demand, Promoting Independence</u></b>					
<b>Reducing Demand, Promoting Independence Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>					
DSG dedelegation of budgets from schools to fund services previously funded from the Education Services Grant	(1,000,000)				
Continuing Health Care contribution to appropriate placements for 18-25 year olds	(300,000)	(300,000)			
Profit share with Cambridge Education through increased income from contracts with other local authorities				(100,000)	(50,000)
<b>Income Total</b>	<b>(1,300,000)</b>	<b>(300,000)</b>	<b>0</b>	<b>(100,000)</b>	<b>(50,000)</b>
<b><u>Grossing up of grants</u></b>					
Special Educational Needs & Disability Grant	231,000				
<b>Grossing up of grants Total</b>	<b>231,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>					
Mitigating pressures	1,120,000				
Special Guardianship Order Pressure	200,000				
CAMHS Additional Pressure	400,000				
Caseloads/staffing	360,000				
Demographics and complexity (Placements)	1,400,000				
<b>Pressures Total</b>	<b>3,480,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>66,116,648</b>	<b>64,157,648</b>	<b>63,148,648</b>	<b>61,744,648</b>	<b>60,235,648</b>

## Children's Family Services

	Re-Stated Original Estimate 2018/19	Re-Stated Current Estimate 2018/19	Original Estimate 2019/20
Assessmnt, Intervention & Planning	7,110,165	7,817,610	7,817,610
Clinical Services	979,615	987,085	1,387,085
CSC 0-25	8,146,787	8,185,467	7,885,467
Permanence, Transitions & Corporate			
Parenting	4,124,087	4,088,557	4,088,557
Placements	17,535,120	18,143,600	17,943,600
Safeguarding, QA & Work force			
Development	2,653,241	2,674,120	2,674,120
Social Care Management	1,596,878	631,200	631,200
YOT, Risk and Vulnerability	726,630	737,330	477,330
<b>Children's Social Care</b>	<b>42,872,523</b>	<b>43,264,969</b>	<b>42,904,969</b>
Central Education (Commissioning)	135,625	26,375	26,375
Communications, Complaints & Business			
Support	1,063,390	1,079,910	1,079,910
Commissioning	1,082,893	1,115,823	1,065,823
Early Help 0-19	4,763,678	4,908,198	4,366,198
Education Skills	6,459,813	6,578,973	6,057,973
Libraries	3,428,850	3,473,700	3,473,700
Partnership and Voice of Child	299,383	390,318	390,318
Performance Improvement & Customer Engag	1,180,589	1,337,306	1,337,306
<b>Early Intervention &amp; Prevention</b>	<b>18,414,221</b>	<b>18,910,603</b>	<b>17,797,603</b>
Family Services Management	1,521,104	4,481,576	5,414,076
<b>Family Services Management</b>	<b>1,521,104</b>	<b>4,481,576</b>	<b>5,414,076</b>
<b>Children's Family Services</b>	<b>62,807,848</b>	<b>66,657,148</b>	<b>66,116,648</b>

	Re-stated Original Estimate 2018/19	Re-stated Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	247,100	(900)	(900)
Employee Related	27,596,741	30,756,029	30,439,029
Premises Related	955,579	913,560	913,560
Secondary Recharges	(565,960)	(5,367,346)	(5,367,346)
Supplies/Services	12,361,319	17,554,345	18,155,845
Third Party Payments	20,038,692	19,480,067	19,030,067
Transfer Payments	6,062,890	7,844,040	8,044,040
Transport Related	468,009	440,596	440,596
<b>Intergrated Care</b>	<b>67,164,370</b>	<b>71,620,391</b>	<b>71,654,891</b>
Customer & Client Receipts	(1,161,506)	(1,277,840)	(1,277,840)
Government Grants	(611,660)	(1,776,187)	(2,051,187)
Other Grants & Reinbursments	(2,583,356)	(1,909,216)	(2,209,216)
<b>Strategic Commissioning</b>	<b>(4,356,522)</b>	<b>(4,963,243)</b>	<b>(5,538,243)</b>
<b>Children's Family Services</b>	<b>62,807,848</b>	<b>66,657,148</b>	<b>66,116,648</b>

Budget Summary and Forward Plan					
Deputy Chief Executive	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b>Original Budget</b>	32,861,857	33,918,878	29,120,878	25,662,878	23,468,878
<b>Virements approved in prior period</b>	4,581,571				
<b>Revised Base Budget</b>	<b>37,443,428</b>	<b>33,918,878</b>	<b>29,120,878</b>	<b>25,662,878</b>	<b>23,468,878</b>
<b><u>Efficiencies</u></b>					
The Customer & Support Group contract for customer and back office services will deliver reductions in the cost of back office services of £70m or an average of £7m a year.	(640,000)	(971,000)	(350,000)	(200,000)	
Further reduction to the CSG contract is proposed, primarily through reducing demand through increased online contact, process automation and reduction in failure demand	(400,000)				
Implement changes to senior management arrangements	(455,750)	(130,000)			
Reconfigure Communications and Strategy team, identifying efficiencies, reducing running costs and increasing income	(183,000)	(32,000)	(107,000)		(107,000)
Reconfigure Commercial, Performance and Executive Support (Year 1 savings presented as part of senior management savings line)		(203,000)	(104,000)	(134,000)	(138,000)
Economies of scale from review and redesign of professional support services	(297,000)	(260,000)			
GIS value for money review (economy, efficiency and effectiveness)		(60,000)			
Stop refreshments for committee meetings including Leader's briefings.	0				
Exiting NLBP2 lease at lease termination (part year benefit in 20/21 ramping up to full benefit in 21/22).		(623,000)	(207,000)		
Moving from rented accommodation to new offices in Colindale will generate savings. In addition, further savings could be generated by utilising other assets more efficiently.	(250,000)	(750,000)			
<b>Efficiencies Total</b>	<b>(2,225,750)</b>	<b>(3,029,000)</b>	<b>(768,000)</b>	<b>(334,000)</b>	<b>(245,000)</b>
<b><u>Service Reductions</u></b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>					
<b>Service Redesign Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>					
<b>Reducing Demand, Promoting Independence Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Deputy Chief Executive	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b>Income</b>					
Generate income from selling data protection services to other councils (starting with Enfield). Assumes no increase in running cost					
Expand income generation for data protection sold service					
500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes	(161,000)	(568,000)	(821,000)	(834,000)	(681,000)
Transfer of 141 properties acquired by Barnet for use as affordable temporary accommodation to Open Door Homes	(1,025,000)	49,000	50,000	51,000	53,000
Additional 89 homes for affordable rent built by Open Door Homes.			(158,000)	(162,000)	(5,000)
Build 87 new council homes for rent on top of existing council housing blocks, providing a cheaper alternative to temporary accommodation.			(111,000)	(115,000)	(4,000)
Increase some temporary accommodation rents to Local Housing Allowance.	(62,000)				
Trickle transfer of 950 council homes to Open Door Homes		(350,000)	(600,000)	(600,000)	(600,000)
Income to be generated through surplus space available in libraries and other assets.	(150,000)				
Income from renting out spare space within building on an ad-hoc basis i.e. room hire.	(7,000)				
Lease for modular build		(50,000)			
Increased ground rent from potential development (Bunn's Lane & Hendon Campus)				(200,000)	
Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)		(850,000)	(1,050,000)		
<b>Income Total</b>	<b>(1,405,000)</b>	<b>(1,769,000)</b>	<b>(2,690,000)</b>	<b>(1,860,000)</b>	<b>(1,237,000)</b>
<b>Pressures &amp; Growth</b>					
Managed Budgets Structural Income Deficit	812,000				
CSG services insourced	400,000				
Temporary Accommodation	500,000				
Estates remaining structural overspend	919,000				
Registrars structural shortfall in income	180,000				
<b>Pressures &amp; Growth Total</b>	<b>2,811,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Insourcing</b>					
CSG Finance Insourcing	(2,704,800)				
<b>Pressures &amp; Growth Total</b>	<b>(2,704,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>33,918,878</b>	<b>29,120,878</b>	<b>25,662,878</b>	<b>23,468,878</b>	<b>21,986,878</b>

Deputy Chief Executive

	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
Commercial Management	1,418,250	1,379,448	1,110,388
Customer Services & Digital	714,628	1,384,298	1,383,858
Performance & Risk	268,535	338,357	338,357
<b>Commercial and ICT</b>	<b>2,401,413</b>	<b>3,102,103</b>	<b>2,832,603</b>
CSG Managed Budget	867,611	3,205,656	3,657,656
CSG Management Fee	20,468,324	21,746,364	18,321,164
<b>Customer Support Group</b>	<b>21,335,935</b>	<b>24,952,020</b>	<b>21,978,820</b>
Deputy Chief Executive	567,270	580,230	508,980
<b>Deputy Chief Executive</b>	<b>567,270</b>	<b>580,230</b>	<b>508,980</b>
Employment Skills & Economic Development	0	200,000	200,000
Estates	131,295	179,675	179,675
Growth and Housing	223,704	234,644	234,644
Housing Strategy	6,859,749	6,926,235	6,238,235
<b>Growth and Development</b>	<b>7,214,748</b>	<b>7,540,554</b>	<b>6,852,554</b>
Human Resources & Organisational Development	33,280	234,840	830,240
<b>Human Resources &amp; Organisational Development</b>	<b>33,280</b>	<b>234,840</b>	<b>830,240</b>
Strategy & Communications	1,309,211	1,139,321	915,681
<b>Strategy &amp; Communications</b>	<b>1,309,211</b>	<b>1,139,321</b>	<b>915,681</b>
<b>Deputy Chief Executive</b>	<b>32,861,857</b>	<b>37,549,068</b>	<b>33,918,878</b>

	Re-stated Original Estimate 2018/19	Re-stated Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	(15,000)	106,750	106,750
Employee Related	4,876,423	5,034,993	4,886,003
Premises Related	4,006,870	6,019,915	6,688,915
Secondary Recharges	(1,634,487)	(1,534,947)	(1,534,947)
Supplies/Services	35,352,896	38,166,832	35,131,882
Third Party Payments	25,659,072	25,665,252	23,846,252
Transport Related	1,850	1,790	1,790
<b>Integrated Care</b>	<b>68,247,624</b>	<b>73,460,585</b>	<b>69,126,645</b>
Customer & Client Receipts	(33,163,898)	(33,163,898)	(31,735,898)
Government Grants	(422,830)	(948,580)	(422,830)
Other Grants & Reinbursements	(1,799,039)	(1,799,039)	(3,049,039)
<b>Strategic Commissioning</b>	<b>(35,385,767)</b>	<b>(35,911,517)</b>	<b>(35,207,767)</b>
<b>Deputy Chief Executive</b>	<b>32,861,857</b>	<b>37,549,068</b>	<b>33,918,878</b>

Budget Summary and Forward Plan					
Environment	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	33,025,247	34,222,274	33,022,274	31,972,274	29,572,274
Virements approved in prior period	984,027				
Revised Base Budget	<b>34,009,274</b>	<b>34,222,274</b>	<b>33,022,274</b>	<b>31,972,274</b>	<b>29,572,274</b>
<b>Efficiencies</b>					
Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	(400,000)	(350,000)			
<b>Efficiencies Total</b>	<b>(400,000)</b>	<b>(350,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Parks and Open Spaces Strategy review: Following specific site surveys for all green spaces in 2016, we will review and look at changes to how we maintain green spaces and who maintains them.	(150,000)				
CCTV: Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.	(243,000)	0	0	0	0
<b>Service Redesign Total</b>	<b>(393,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
Levy payments to the North London Waste Authority: Future waste savings are reliant on; demand management projects, changes to collection services, and the success of communication campaigns. This will enable realistic lower waste tonnage projections to be made for the future and lower the quantity of waste that is actually collected.	(300,000)				
Parks and open spaces increased productivity and reduction of overheads- Ensure full cost received from external bodies, and investigate alternative management models.	(100,000)				
Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection. Full-year effect from service changes which have been agreed by members (November 2018 Environmental Committee).	(200,000)				
Savings recovery plan: Alternative savings provision for £700k of original £900k target for changes to refuse collection. Proposed option to move to a chargeable garden waste service.	0	(700,000)			
<b>Reducing Demand, Promoting Independence Total</b>	<b>(600,000)</b>	<b>(700,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
Investment in 3G pitches: 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.	(100,000)				

Environment	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Income generation from non-statutory commercial waste services: 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 including commercial waste recycling.	(300,000)				
CCTV: Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.	(200,000)				
Asset Management: Optimising the value of green spaces assets to maximise the level of income to sustain service delivery.	(100,000)				
Advertising: A number of opportunities have been identified for advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres. Cases will be dealt with in accordance with the council's policy on a case by case basis.	(200,000)				
Delivery of Parks and Open Spaces Strategy: To reduce the annual revenue cost of the operation and management of green spaces by maximising the efficiency of the service and developing new and income generating uses for parks and green spaces sites.			(250,000)	(1,500,000)	(2,000,000)
Advertising: New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	(150,000)	(100,000)	(150,000)	(200,000)	(250,000)
Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.		(50,000)	(650,000)	(700,000)	(250,000)
<b>Income Total</b>	<b>(1,050,000)</b>	<b>(150,000)</b>	<b>(1,050,000)</b>	<b>(2,400,000)</b>	<b>(2,500,000)</b>
<b>Grossing up of grants</b>					
London Crime Prevention Fund	344,000				
<b>Grossing up of grants total</b>	<b>344,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
North London Waste Authority	1,012,000				
Additional funding into Streetscene	1,000,000				
Unfunded Streetscene Pressures	300,000				
<b>Pressures Total</b>	<b>2,312,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>34,222,274</b>	<b>33,022,274</b>	<b>31,972,274</b>	<b>29,572,274</b>	<b>27,072,274</b>

## Environment

	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
Community Safety	1,979,789	2,040,803	2,141,803
<b>Community Safety</b>	<b>1,979,789</b>	<b>2,040,803</b>	<b>2,141,803</b>
Environment Management	12,739,281	12,849,521	13,361,521
<b>Environment Management</b>	<b>12,739,281</b>	<b>12,849,521</b>	<b>13,361,521</b>
Green Spaces & Leisure	1,353,251	1,323,691	873,691
<b>Green Spaces &amp; Leisure</b>	<b>1,353,251</b>	<b>1,323,691</b>	<b>873,691</b>
CommercialServices Streetscene	(2,257,595)	(1,786,456)	(1,786,456)
Fleet and Transport	280,940	559,730	559,730
Ground Maintenance (Front line)	2,532,629	2,342,698	2,342,698
Management and Service Support	990,035	915,185	275,185
Street Cleansing (Front Line)	2,904,807	2,533,435	2,533,435
Street Scene Management	0	1,120,803	1,120,803
Waste (Front Line)	6,440,555	6,025,692	6,915,692
<b>Streetscene</b>	<b>10,891,371</b>	<b>11,711,087</b>	<b>11,961,087</b>
Highway Inspection/Maintenance	260,447	272,827	272,827
Parking	(537,750)	(557,750)	(557,750)
Street Lighting	6,338,858	6,669,095	6,169,095
<b>Transportation and Highways</b>	<b>6,061,555</b>	<b>6,384,172</b>	<b>5,884,172</b>
<b>Environment</b>	<b>33,025,247</b>	<b>34,309,274</b>	<b>34,222,274</b>

	Re-stated Original Estimate 2018/19	Re-stated Current Estimate 2018/19	Original Estimate 2019/20
Capital Accounting Charges	10,849,801	10,834,471	13,264,471
Employee Related	18,180,338	19,062,590	20,127,590
Premises Related	1,483,155	1,294,535	1,294,535
Secondary Recharges	(2,242,919)	(2,484,447)	(2,484,447)
Supplies/Services	28,579,300	29,776,711	29,720,711
Third Party Payments	647,238	647,238	647,238
Transport Related	3,270,828	3,305,390	3,305,390
<b>Intergrated Care</b>	<b>60,767,741</b>	<b>62,436,488</b>	<b>65,875,488</b>
Customer & Client Receipts	(27,244,460)	(27,629,180)	(31,499,180)
Government Grants	(498,034)	(498,034)	(154,034)
<b>Strategic Commissioning</b>	<b>(27,742,494)</b>	<b>(28,127,214)</b>	<b>(31,653,214)</b>
<b>Environment</b>	<b>33,025,247</b>	<b>34,309,274</b>	<b>34,222,274</b>

Budget Summary and Forward Plan					
Finance	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	53,649,232	58,790,290	58,790,290	58,790,290	58,790,290
Virements approved in prior period	(8,776,712)				
Revised Base Budget	44,872,520	58,790,290	58,790,290	58,790,290	58,790,290
<u>Efficiencies</u>					
Reduction in insurance contract through renegotiation	(22,000)				
Efficiencies Total	(22,000)	0	0	0	0
<u>Service Reductions</u>					
Service Reductions Total	0	0	0	0	0
<u>Service Redesign</u>					
Service Redesign Total	0	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>					
Reducing Demand, Promoting Independence Total	0	0	0	0	0
<u>Income</u>					
Income Total	0	0	0	0	0
<u>Grossing up of Grants</u>					
Flexible Homlessness Grant	4,250,000				
Grossing up of Grants Total	4,250,000	0	0	0	0
<u>Pressures</u>					
General Provision for inflation	5,633,000				
Reduction of Interest Recievable income budget	440,000				
Pension	491,000				
Council Tax Support Discretionary	500,000				
CSG Finance Insourcing	2,704,800				
Capital Financing	1,700,000				
Contingency	(1,779,030)				
Pressures Total	9,689,770	0	0	0	0
Budget	58,790,290	58,790,290	58,790,290	58,790,290	58,790,290

## Finance

	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
Central Expenses	53,391,678	44,160,231	51,029,266
Finance	(156,280)	(227,160)	2,576,640
Grants	139,001	139,001	139,001
Health and Safety	82,643	96,683	96,683
Insurance	13,660	20,170	20,170
Revs & Bens	178,530	277,955	4,928,530
<b>Finance</b>	<b>53,649,232</b>	<b>44,466,880</b>	<b>58,790,290</b>
<b>Finance</b>	<b>53,649,232</b>	<b>44,466,880</b>	<b>58,790,290</b>

	Re-stated Original Estimate 2018/19	Re-stated Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	32,000,947	22,503,880	29,021,715
Employee Related	3,754,204	4,129,874	6,834,674
Premises Related	740,400	740,400	740,400
Secondary Recharges	(1,157,450)	(1,617,450)	(1,552,450)
Supplies/Services	959,521	1,247,126	1,648,901
Third Party Payments	18,756,470	18,982,470	18,926,470
Transfer Payments	272,511,119	272,509,939	276,759,939
Transport Related	4,010	1,800	1,800
<b>Intergrated Care</b>	<b>327,569,221</b>	<b>318,498,039</b>	<b>332,381,449</b>
Customer & Client Receipts	(1,023,960)	(1,200,000)	(1,200,000)
Government Grants	(269,421,470)	(269,421,470)	(269,421,470)
Interest	(1,703,120)	(1,638,250)	(1,198,250)
Other Grants & Reinbursments	(1,771,439)	(1,771,439)	(1,771,439)
<b>Strategic Commissioning</b>	<b>(273,919,989)</b>	<b>(274,031,159)</b>	<b>(273,591,159)</b>
<b>Finance</b>	<b>53,649,232</b>	<b>44,466,880</b>	<b>58,790,290</b>

Levies			
	Original Estimate 2018/19 £	Current Estimate 2018/19 £	Original Estimate 2019/20 £
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	335,000
Lea Valley Regional Park	378,350	378,350	360,000
London Pension Funds	607,000	607,000	511,000
Traffic Control Signals Unit	469,400	469,400	476,800
Concessionary Fares	15,392,280	15,392,280	15,450,450
Apprenticeship Levy		260,000	300,000
	<b>17,167,760</b>	<b>17,427,760</b>	<b>17,433,250</b>
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	287,000	287,000	320,000
	<b>287,000</b>	<b>287,000</b>	<b>320,000</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	333,490	333,490	295,000
	<b>333,490</b>	<b>333,490</b>	<b>295,000</b>
<b>Total Levies</b>	<b>17,788,250</b>	<b>18,048,250</b>	<b>18,048,250</b>



Budget Summary and Forward Plan					
Regional Enterprise	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	325,607	1,353,607	1,353,607	853,607	353,607
Virements approved in prior period	363,000				
Revised Base Budget	688,607	1,353,607	1,353,607	853,607	353,607
<u>Efficiencies</u>					
Efficiencies Total	0	0	0	0	0
<u>Service Reductions</u>					
Service Reductions Total	0	0	0	0	0
<u>Service Redesign</u>					
Service Redesign Total	0	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>					
Reducing Demand, Promoting Independence Total	0	0	0	0	0
<u>Income</u>					
Increase in council tax base over baseline assumptions- reduces savings targets for other theme committees			(500,000)	(500,000)	(500,000)
Income Total	0	0	(500,000)	(500,000)	(500,000)
<u>Pressures</u>					
RE LBB client costs (Legal)	165,000				
RE Managed Budgets (LIP Income)	500,000				
Pressures Total	665,000	0	0	0	0
Budget	1,353,607	1,353,607	853,607	353,607	(146,393)

Regional Enterprise
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	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
Guaranteed Income	(16,249,463)	(16,548,798)	(16,548,798)
RE Managed Budgets	(63,498)	(63,498)	436,502
<b>Re Managed Budgets</b>	<b>(16,312,961)</b>	<b>(16,612,296)</b>	<b>(16,112,296)</b>
Management Fee	16,638,568	17,300,903	17,465,903
<b>RE Management Fee</b>	<b>16,638,568</b>	<b>17,300,903</b>	<b>17,465,903</b>
<b>Regional Enterprise</b>	<b>325,607</b>	<b>688,607</b>	<b>1,353,607</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	(150,000)	(280,000)	(280,000)
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	(1,583,460)	(1,583,460)	(1,083,460)
Supplies/Services	23,044,568	23,836,903	24,001,903
<b>Intergrated Care</b>	<b>21,317,828</b>	<b>21,980,163</b>	<b>22,645,163</b>
Customer & Client Receipts	(16,249,463)	(16,548,798)	(16,548,798)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants & Reinbursments	(3,457,433)	(3,457,433)	(3,457,433)
<b>Strategic Commissioning</b>	<b>(20,992,221)</b>	<b>(21,291,556)</b>	<b>(21,291,556)</b>
<b>Regional Enterprise</b>	<b>325,607</b>	<b>688,607</b>	<b>1,353,607</b>

Budget Summary and Forward Plan					
Special Parking Account	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	(10,849,801)	(13,264,471)	(15,864,471)	(16,614,471)	(16,614,471)
Virements approved in prior period	15,330				
Revised Base Budget	(10,834,471)	(13,264,471)	(15,864,471)	(16,614,471)	(16,614,471)
<u>Efficiencies</u>					
Efficiencies Total	0	0	0	0	0
<u>Service Reductions</u>					
Service Reductions Total	0	0	0	0	0
<u>Service Redesign</u>					
Controlled parking zones: Adopt a coordinated approach to the process 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.	(150,000)				
Service Redesign Total	(150,000)	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>					
Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	(2,150,000)	(2,600,000)	(750,000)		
Reducing Demand, Promoting Independence Total	(2,150,000)	(2,600,000)	(750,000)	0	0
<u>Income</u>					
Fees and charges: Cost recovery from a full review of fees and charges across all Environmental Committee business areas.	(130,000)				
Income Total	(130,000)	0	0	0	0
<u>Pressures</u>					
Pressures Total	0	0	0	0	0
Budget	(13,264,471)	(15,864,471)	(16,614,471)	(16,614,471)	(16,614,471)

# Revenue Budget 2019-2020

## Special Parking Account

	2018-2019	2018-2019	2019-20
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices - Including MTC	(11,915,010)	(11,915,010)	(14,215,010)
Permits	(2,160,000)	(2,160,000)	(2,290,000)
Pay & Display	(3,180,000)	(3,180,000)	(3,180,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
<b>Total Income</b>	(17,625,010)	(17,625,010)	(20,055,010)
Operating Expenditure	6,775,209	6,790,539	6,790,539
Net Operating Surplus	(10,849,801)	(10,834,471)	(13,264,471)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(10,849,801)	(10,834,471)	(13,264,471)
Balance brought forward	0	0	0
Appropriation to General Fund	10,849,801	10,834,471	13,264,471
	0	0	0

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.

<b>HOUSING REVENUE ACCOUNT</b>	<b>2018/19 Revised</b>	
	<b>Budget</b>	<b>2019/20 Budget</b>
	<b>£'000</b>	<b>£'000</b>
<b>Income</b>		
Dwelling rents	(49,784,776)	(48,608,860)
Non-dwelling rents	(1,641,193)	(1,410,266)
Tenants Charges for services and facilities	(4,280,304)	(4,275,043)
Leaseholder Charges for services and facilities	(3,211,572)	(3,211,572)
<b>Total Income</b>	<b>(58,917,845)</b>	<b>(57,505,741)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,570,000	7,570,000
General	15,164,070	15,262,576
Special	5,878,179	5,878,179
Rent, Rates, Taxes and other charges	144,484	144,484
Depreciation and impairment of fixed assets	23,219,151	22,563,842
Debt Management Expenses	7,540,376	7,570,000
Revenue Contribution to Capital	0	9,074,000
Increase in bad debt provision	250,000	250,000
<b>Total Expenditure</b>	<b>59,766,260</b>	<b>68,313,081</b>
<b>Net Cost of HRA Services</b>	<b>848,415</b>	<b>10,807,340</b>
Interest and investment income	(94,744)	(94,744)
<b>(Surplus) or deficit</b>	<b>753,671</b>	<b>10,712,596</b>

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## Appendix D2: Theme Committee Revenue Budget 2019/20

	2018/19		2019/20
	Original Estimate	Current Estimate	Original Estimate
<b><u>Council Theme Committee</u></b>	£	£	£
Adults and Safeguarding	90,405,805	96,802,485	94,409,765
Assets, Regeneration and Growth	(6,408,972)	(3,996,309)	(3,319,309)
Children's Education and Safeguarding	59,545,769	63,359,129	62,818,629
Community Leadership and Libraries	5,265,870	5,396,264	5,677,264
Environment	39,056,420	40,741,704	41,053,704
Housing	6,553,660	6,614,507	5,866,507
Policy and Resources	84,926,129	78,098,521	89,703,741
Public Health	17,156,000	17,160,050	16,707,050
Special Parking Account	(10,849,801)	(10,834,471)	(13,264,471)
<b>Total Service Expenditure</b>	<b>285,650,880</b>	<b>293,341,880</b>	<b>299,652,880</b>

## REVENUE BUDGET 2019/20

BUDGET	2018/2019 Original	2018/2019 Current	2019/20 Original
	£	£	
<b>Total Service Expenditure</b>	<b>285,650,880</b>	<b>293,341,880</b>	<b>299,652,880</b>
Contribution to / (from) Specific Reserves	(2,750,126)	(2,750,126)	(5,357,436)
<b>NET EXPENDITURE</b>	<b>282,900,754</b>	<b>290,591,754</b>	<b>294,295,444</b>
Other Grants	(32,020,000)	(38,311,000)	(47,399,000)
<b>BUDGET REQUIREMENT</b>	<b>250,880,754</b>	<b>252,280,754</b>	<b>246,896,444</b>
Business Rates Retention	(74,360,000)	(75,760,000)	(68,600,000)
Business rates top-up	0	0	0
<b>BUSINESS RATES INCOME</b>	<b>(74,360,000)</b>	<b>(75,760,000)</b>	<b>(68,600,000)</b>
RSG	0	0	0
Collection Fund Adjustments	(7,732,000)	(7,732,000)	0
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>168,788,754</b>	<b>168,788,754</b>	<b>178,296,444</b>
	41,756,533	41,756,533	46,653,436
<b>COUNCIL TAX REQUIREMENT</b>	<b>210,545,287</b>	<b>210,545,287</b>	<b>224,949,880</b>

Components of the Council Tax (Band D)	2018/19	2019/20	Increase
	£	£	
Mayors Office for Policing and Crime	218.14	242.13	11.00%
London Fire & Emergency Planning Authority	47.04	53.00	12.67%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	29.05	25.38	(12.63%)
<b>Greater London Authority</b>	<b>294.23</b>	<b>320.51</b>	<b>8.93%</b>
<b>London Borough of Barnet</b>	<b>1,189.34</b>	<b>1,224.90</b>	<b>2.99%</b>
<b>Total</b>	<b>1,483.57</b>	<b>1,545.41</b>	<b>4.17%</b>



# REVENUE BUDGET 2019/20

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2018/19	2019/20	Tax Yield
	£	£	£
[Up to £40,000]	989.04	1,030.27	2,280,297
[Over £40,000 & up to £52,000]	1,153.89	1,201.99	7,197,300
[Over £52,000 & up to £68,000]	1,318.73	1,373.70	28,876,397
[Over £68,000 & up to £88,000]	1,483.57	1,545.41	48,167,054
[Over £88,000 & up to £120,000]	1,813.24	1,888.83	49,866,925
[Over £120,000 & up to £160,000]	2,142.94	2,232.26	38,597,316
[Over £160,000 & up to £320,000]	2,472.61	2,575.68	37,893,301
[Over £320,000]	2,967.14	3,090.82	12,071,290
			224,949,880

## COUNCIL TAXBASE

	2018/19	2019/20	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	172,575	174,811	270,154,668
Exemptions	(2,641)	(2,866)	(4,429,145)
Disabled reductions	(112)	(115)	(177,722)
Discounts (10%, 25% & 50%)	(28,272)	(27,869)	(43,069,031)
Adjustments	2,517	3,806	5,881,830
Aggregate Relevant Amounts	144,067	147,767	228,360,600
Non-Collection (1.5% both years)	(2,163)	(2,215)	(3,423,083)
Contributions in lieu from MoD	14	8	12,363
	141,918	145,560	224,949,880

Budget Summary and Forward Plan					
Adults & Safeguarding	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	90,405,805	94,485,765	91,083,765	102,535,984	98,828,984
Virements approved in prior period	6,396,680		14,376,219		
Revised Base Budget	96,802,485	94,485,765	105,459,984	102,535,984	98,828,984
<b>Efficiencies</b>					
Staffing efficiency based on the previous MTFS (213k), plus an additional 5% budget reduction across adult social care staffing. (Total staffing is circa £15.5m)	(682,000)	(113,000)			
Committee has agreed a new contract with YourChoice Barnet which included a transformation of the service model to deliver better outcomes.	(227,000)	(369,000)			
Rescoping and targeting of prevention contracts- the savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness.	(370,000)	(255,000)	(43,000)		
Public Health Savings	(339,500)				
Senior Management Restructure	(305,220)				
Telecare overheads- This proposal is to continue with telecare services, maintaining the use of care technology to support people and reduce care costs while reducing the cost of the services by bringing the management of the telecare service in house.		(155,000)			
The council will consider the full range of care options to meet eligible needs, rather than offering community-based placements by default. The saving level is based on the assumption that new clients are placed in cheaper accommodation settings where appropriate.	(424,000)				
Reduction in printing costs	(25,000)	(25,000)			
<b>Efficiencies Total</b>	<b>(2,372,720)</b>	<b>(917,000)</b>	<b>(43,000)</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
<b>Service Redesign Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
Continuation and further development of work to deliver savings through supporting older people in alternative ways	(192,000)				
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care, leading to a reduction in care package costs	(300,000)				
Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs.	(285,000)	(500,000)	(100,000)	(150,000)	

Adults & Safeguarding	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
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	(188,000)	(112,000)			
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.		(100,000)	(160,000)		
Plans are in place to develop a third Extra-Care Housing scheme at Cheshire House, with 75 units. Projected to be completed in 2020/21.				(100,000)	(100,000)
<b>Reducing Demand, Promoting Independence Total</b>	<b>(965,000)</b>	<b>(712,000)</b>	<b>(260,000)</b>	<b>(250,000)</b>	<b>(100,000)</b>
<b>Income</b>					
As part of the Better Care Fund (BCF) pooled budget the council is expected to receive an uplift of 1.9% or £148,000 in 2019/20.n The 'saving' is made from the base budget, which has been replaced by the BCF.	(647,000)				
Replacement of base budget with Improved Better Care grant funding	(1,391,000)				
Implementation of a pre-paid care solution and transitioning 80% of direct payment clients to it, thereby increasing transparency and recouping unspent/wrongly spent monies from clients.	(250,000)	(250,000)			
Improving the process of bad debt collection and pre-emptively channelling more clients onto direct debits to prevent debting, we may be able to reduce the budgetary provision for bad debt by 10%	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
Ensure a VAT efficient leisure contract		(61,000)	(124,000)	(159,000)	(184,000)
Use of SPA contract income paid to council		(912,000)	(747,000)	(373,000)	(258,000)
Maintaining affordable levels of inflation on care and support packages while continuing to meet statutory duties	(1,000,000)	(500,000)	(500,000)	(500,000)	(500,000)
<b>Income Total</b>	<b>(3,388,000)</b>	<b>(1,773,000)</b>	<b>(1,421,000)</b>	<b>(1,082,000)</b>	<b>(992,000)</b>
<b>Pipeline Savings</b>					
Additional 5% staffing reduction in 2022/23				(725,000)	
Continuation and further development of work to deliver savings through supporting older people in alternative ways			(200,000)	(200,000)	(200,000)
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care, leading to a reduction in care package costs			(100,000)	(100,000)	
Additional £2.5m saving on care spend for clients with a learning disability based on reducing spend per population for this client group to the level of the lowest quartile of London authorities			(400,000)	(850,000)	(1,250,000)

Adults & Safeguarding	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
An additional £1.5m saving on care spend for clients with Mental Health needs, based on reducing spend per population for this client group to the level of the lowest quartile of London authorities			(500,000)	(500,000)	(500,000)
<b>Pipeline Savings Total</b>	<b>0</b>	<b>0</b>	<b>(1,200,000)</b>	<b>(2,375,000)</b>	<b>(1,950,000)</b>
<b>Grossing up of grants</b>					
Improved Better Care Fund	1,547,000				
<b>Grossing up of grants total</b>	<b>1,547,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Brought forward cost pressures above budgeted level	856,000				
Anticipated change in complexity	856,000	0			
Adults additional funding pressures	550,000				
Ordinary Residents Cases	600,000				
<b>Pressures Total</b>	<b>2,862,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>94,485,765</b>	<b>91,083,765</b>	<b>102,535,984</b>	<b>98,828,984</b>	<b>95,786,984</b>

## Adults and Safeguarding

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Adult Social Care Prevention Services	5,143,731	5,497,637	4,830,077
<b>A&amp;H Prevention Services</b>	<b>5,143,731</b>	<b>5,497,637</b>	<b>4,830,077</b>
Adult Social Care Workforce	14,377,518	15,397,239	14,376,219
<b>A&amp;H Workforce</b>	<b>14,377,518</b>	<b>15,397,239</b>	<b>14,376,219</b>
Integrated Care - Learning Disabilities	26,276,712	28,226,063	28,156,157
Integrated care - Mental Health	5,331,162	6,603,552	7,331,086
Integrated Care - Older Adults	31,677,964	32,139,227	31,072,937
Integrated Care - Physical Disabilities	7,090,688	8,429,857	8,134,379
<b>Adults Social Care</b>	<b>70,376,526</b>	<b>75,398,699</b>	<b>74,694,559</b>
Lesiure, Sports, and Physical Activity	508,030	508,910	508,910
<b>Lesiure, Sports, and Physical Activity</b>	<b>508,030</b>	<b>508,910</b>	<b>508,910</b>
<b>Adults and Safeguarding</b>	<b>90,405,805</b>	<b>96,802,485</b>	<b>94,409,765</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	(28,751)	(101,556)	(52,651)
Employee Related	15,389,866	17,400,919	16,356,999
Premises Related	70,742	81,702	93,602
Secondary Recharges	1,069,568	870,081	870,081
Supplies/Services	6,550,486	5,384,252	5,305,217
Third Party Payments	85,942,621	92,729,671	90,696,711
Transfer Payments	17,268,778	16,300,354	15,819,410
Transport Related	219,583	213,829	213,829
<b>Expenditure</b>	<b>126,482,893</b>	<b>132,879,252</b>	<b>129,303,198</b>
Customer & Client Receipts	(13,122,287)	(13,238,067)	(13,338,067)
Government Grants	(1,705,245)	(1,564,790)	(1,564,790)
Other Grants & Reinbursments	(21,249,556)	(21,273,910)	(19,990,576)
<b>Income</b>	<b>(36,077,088)</b>	<b>(36,076,767)</b>	<b>(34,893,433)</b>
<b>Adults and Safeguarding</b>	<b>90,405,805</b>	<b>96,802,485</b>	<b>94,409,765</b>

Budget Summary and Forward Plan					
Assets, Regeneration & Growth	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	(6,408,972)	(3,319,309)	(5,592,309)	(7,349,309)	(8,049,309)
Virements approved in prior period	2,412,663				
Revised Base Budget	<b>(3,996,309)</b>	<b>(3,319,309)</b>	<b>(5,592,309)</b>	<b>(7,349,309)</b>	<b>(8,049,309)</b>
<b>Efficiencies</b>					
Exiting NLBP2 lease at lease termination (part year benefit in 20/21 ramping up to full benefit in 21/22)		(623,000)	(207,000)		
Moving from rented accommodation to new offices in Colindale will generate savings. In addition, further savings could be generated by utilising other assets more efficiently.	(250,000)	(750,000)			
<b>Efficiencies Total</b>	<b>(250,000)</b>	<b>(1,373,000)</b>	<b>(207,000)</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
<b>Service Redesign Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
<b>Reducing Demand, Promoting Independence Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
Income to be generated through surplus space available in libraries and other assets.	(150,000)				
Increase in council tax base over baseline assumptions- reduces savings targets for other theme committees			(500,000)	(500,000)	(500,000)
Income from renting out spare space within building on an ad-hoc basis i.e. room hire.	(7,000)				
Lease for modular build		(50,000)			
Increased ground rent from potential development (Bunn's Lane & Hendon Campus)				(200,000)	
Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)		(850,000)	(1,050,000)		
<b>Income Total</b>	<b>(157,000)</b>	<b>(900,000)</b>	<b>(1,550,000)</b>	<b>(700,000)</b>	<b>(500,000)</b>
<b>Pressures</b>					
Estates remaining structural overspend	919,000				
LBB Client Costs (Legal)	165,000				
<b>Pressures Total</b>	<b>1,084,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(3,319,309)</b>	<b>(5,592,309)</b>	<b>(7,349,309)</b>	<b>(8,049,309)</b>	<b>(8,549,309)</b>

## Assets, Regeneration and Growth

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
CSG Managed Budget	767,611	3,105,656	3,617,656
<b>Customer Support Group</b>	<b>767,611</b>	<b>3,105,656</b>	<b>3,617,656</b>
Employment Skills & Economic Development	0	200,000	200,000
Growth and Housing	223,704	234,644	234,644
<b>Growth and Development</b>	<b>223,704</b>	<b>434,644</b>	<b>434,644</b>
Guaranteed Income	(7,400,287)	(7,536,609)	(7,536,609)
RE Projects	0	0	0
<b>Adults Social Care</b>	<b>(7,400,287)</b>	<b>(7,536,609)</b>	<b>(7,536,609)</b>
Management Fee	0	0	165,000
<b>RE Management Fee</b>	<b>0</b>	<b>0</b>	<b>165,000</b>
<b>Assets, Regeneration and Growth</b>	<b>(6,408,972)</b>	<b>(3,996,309)</b>	<b>(3,319,309)</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	0	200,000	200,000
Employee Related	604,951	615,891	615,891
Premises Related	4,005,360	6,018,405	6,687,405
Secondary Recharges	(349,597)	(349,597)	(349,597)
Supplies/Services	3,931,433	4,262,933	4,421,433
<b>Expenditure</b>	<b>8,192,147</b>	<b>10,747,632</b>	<b>11,575,132</b>
Customer & Client Receipts	(11,169,686)	(11,306,008)	(11,463,008)
Government Grants	0	(6,500)	0
Other Grants & Reimbursments	(3,431,433)	(3,431,433)	(3,431,433)
<b>Income</b>	<b>(14,601,119)</b>	<b>(14,743,941)</b>	<b>(14,894,441)</b>
<b>Assets, Regeneration and Growth</b>	<b>(6,408,972)</b>	<b>(3,996,309)</b>	<b>(3,319,309)</b>

Budget Summary and Forward Plan					
Children's, Education and Safeguarding	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	59,545,769	62,818,629	60,859,629	59,850,629	58,446,629
Virements approved in prior period	3,813,360				
Revised Base Budget	63,359,129	62,818,629	60,859,629	59,850,629	58,446,629
<b>Efficiencies</b>					
Public Health Savings	(339,500)				
Contract management, including keeping inflation costs down	(418,000)	(334,000)	(334,000)	(334,000)	(334,000)
<b>Efficiencies Total</b>	<b>(757,500)</b>	<b>(334,000)</b>	<b>(334,000)</b>	<b>(334,000)</b>	<b>(334,000)</b>
<b>Service Reduction</b>					
<b>Service Reduction Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Savings through better use of grant funding- e.g. Troubled Families, Youth Justice and Trusted Relationships Grant	(275,000)	(200,000)			
Development of 0-19 Family Hubs, including reconfiguration of Council staff into Hubs, with no impact on front line staff	(527,000)				
Transfer Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	(75,000)	(75,000)			
Implement new multi-agency arrangements for safeguarding children to replace the current Local Safeguarding Children Board		(100,000)			
Reduce spend through commissioning less external counsel		(250,000)			
Re-modelling of contact centre- this proposal will be subject to a future report, once future detail is known				(150,000)	(200,000)
Remodelling of placements to reduce number of children in high cost placements	(400,000)	(450,000)	(405,000)	(550,000)	(725,000)
Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour					(200,000)
Back office saving through voluntary option for back office staff to work 4 day weeks			(270,000)	(270,000)	
This will be delivered next year through 1) Cambridge Education contract savings- a rebate on pensions under 'allowable assumptions' which will deliver 19/20 savings and 2) ending the Barnet Pre-School Learning Alliance contract.	(277,000)	(50,000)			



Children's, Education and Safeguarding	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Education and Skills- new delivery model	(450,000)				
A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	(190,000)	(200,000)			
<b>Service Redesign Total</b>	<b>(2,194,000)</b>	<b>(1,325,000)</b>	<b>(675,000)</b>	<b>(970,000)</b>	<b>(1,125,000)</b>
<b>Reducing Demand, Promoting Independence</b>					
<b>Reducing Demand, Promoting Independence Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
DSG dedelegation of budgets from schools to fund services previously funded from the Education Services Grant	(1,000,000)				
Continuing Health Care contribution to appropriate placements for 18-25 year olds	(300,000)	(300,000)			
Profit share with Cambridge Education through increased income from contracts with other local authorities				(100,000)	(50,000)
<b>Income Total</b>	<b>(1,300,000)</b>	<b>(300,000)</b>	<b>0</b>	<b>(100,000)</b>	<b>(50,000)</b>
<b>Grossing up of grants</b>					
Special Educational Needs & Disability Grant	231,000				
<b>Grossing up of grants Total</b>	<b>231,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Brought forward cost pressures against budgetted level	1,120,000				
Special Guardianship Order Pressure	200,000				
CAMHS Additional Pressure	400,000				
Caseloads/staffing	360,000				
Demographics and complexity (Placements)	1,400,000				
<b>Pressures Total</b>	<b>3,480,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>62,818,629</b>	<b>60,859,629</b>	<b>59,850,629</b>	<b>58,446,629</b>	<b>56,937,629</b>

## Children, Education, and Safeguarding

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Assessment, Intervntion & Planning	7,110,165	7,817,610	7,817,610
Clinical Services	979,615	987,085	1,387,085
CSC 0-25	8,146,787	8,185,467	7,885,467
Permanence Transitions & Corporate Parenting	4,124,087	4,088,557	4,088,557
Placements	17,535,120	18,143,600	17,943,600
Safeguarding, QA & Workforce Develpoment	2,653,241	2,674,120	2,674,120
Social Care Management	1,596,878	631,200	631,200
YOT, Risk and Vulnerability	726,630	737,330	477,330
<b>Customer Support Group</b>	<b>42,872,523</b>	<b>43,264,969</b>	<b>42,904,969</b>
Central Education (Commissioning)	152,255	38,505	38,505
Communications, Complaints & Business Support	1,063,390	1,079,910	1,079,910
Commissioning	1,082,893	1,115,823	1,065,823
	4,763,678	4,908,198	4,366,198
Education Skills	6,459,813	6,578,973	6,057,973
Libraries	30,050	770	770
Partnership and Voice of Child	299,383	390,318	390,318
Perfromance Improvement & Customer Engagement	1,180,589	1,337,306	1,337,306
<b>Early Prevention and Prevention</b>	<b>15,032,051</b>	<b>15,449,803</b>	<b>14,336,803</b>
Education DSG	(18,118,326)	(19,166,987)	(19,166,987)
Schools Funding	1,012,131	989,606	989,606
<b>Education (DSG)</b>	<b>(17,106,195)</b>	<b>(18,177,381)</b>	<b>(18,177,381)</b>
Childrens Social Care DSG	403,150	653,150	653,150
Early Interven & Prevention DSG	16,703,045	17,524,231	17,524,231
<b>Family Services DSG</b>	<b>17,106,195</b>	<b>18,177,381</b>	<b>18,177,381</b>
Family Services Management	1,521,104	4,481,576	5,414,076
<b>Family Services Management</b>	<b>1,521,104</b>	<b>4,481,576</b>	<b>5,414,076</b>
Fleet and Transport	120,091	162,781	162,781
<b>Fleet and Transport</b>	<b>120,091</b>	<b>162,781</b>	<b>162,781</b>
<b>Children, Education, and Safeguarding</b>	<b>59,545,769</b>	<b>63,359,129</b>	<b>62,818,629</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Accounting Charges	0	(11,407,392)	0
Capital Financing	(900)	(474,509)	(501,900)
Employee Related	30,358,982	197,786,120	29,973,789
Premises Related	491,799	13,207,539	497,669
Secondary Recharges	(589,038)	707,420	707,420
Supplies/Services	13,071,303	41,005,333	18,107,175
Support Services	0	10,042,097	0
Third Party Payments	59,434,758	54,536,119	54,086,119
Transfer Payments	183,458,971	8,073,883	187,881,864
Transport Related	866,919	829,646	829,646
<b>Expenditure</b>	<b>287,092,794</b>	<b>314,306,256</b>	<b>291,581,782</b>
Customer & Client Receipts	(2,144,610)	(18,838,449)	(2,226,480)
Government Grants	(222,820,559)	(225,055,978)	(224,328,957)
Other Grants & Reinbursements	(2,581,856)	(7,052,700)	(2,207,716)
<b>Income</b>	<b>(227,547,025)</b>	<b>(250,947,127)</b>	<b>(228,763,153)</b>
<b>Children, Education, and Safeguarding</b>	<b>59,545,769</b>	<b>63,359,129</b>	<b>62,818,629</b>

Budget Summary and Forward Plan					
Community Leadership & Libraries	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	5,265,870	5,677,264	5,677,264	5,677,264	5,677,264
Virements approved in prior period	130,394				
Revised Base Budget	5,396,264	5,677,264	5,677,264	5,677,264	5,677,264
<u>Efficiencies</u>					
Efficiencies Total	0	0	0	0	0
<u>Service Reductions</u>					
Service Reductions Total	0	0	0	0	0
<u>Service Redesign</u>					
CCTV: Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.	(243,000)	0	0	0	0
	(243,000)	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>					
Reducing Demand, Promoting Independence Total	0	0	0	0	0
<u>Income</u>					
Income Total	0	0	0	0	0
<u>Grossing up of grants</u>					
London Crime Prevention Fund	344,000				
Grossing up of grants total	344,000	0	0	0	0
<u>Pressures</u>					
Registrars structural shortfall in income	180,000				
Pressures Total	180,000	0	0	0	0
Budget	5,677,264	5,677,264	5,677,264	5,677,264	5,677,264

## Community Leadership and Libraries

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Governance	7,240	0	0
<b>Assurance</b>	<b>7,240</b>	<b>0</b>	<b>0</b>
Customer Services & Digital	(159,890)	(157,400)	22,600
<b>Commercial &amp; ICT</b>	<b>(159,890)</b>	<b>(157,400)</b>	<b>22,600</b>
Community Safety	1,880,719	1,941,733	2,042,733
<b>Community Safety</b>	<b>1,880,719</b>	<b>1,941,733</b>	<b>2,042,733</b>
Libraries	3,398,800	3,472,930	3,472,930
<b>Early Intervention and Prevention</b>	<b>3,398,800</b>	<b>3,472,930</b>	<b>3,472,930</b>
Grants	139,001	139,001	139,001
<b>Finance</b>	<b>139,001</b>	<b>139,001</b>	<b>139,001</b>
<b>Community Leadership and Libraries</b>	<b>5,265,870</b>	<b>5,396,264</b>	<b>5,677,264</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Financing	233,000	(15,000)	(15,000)
Employee Related	2,478,254	3,003,687	3,003,687
Premises Related	467,220	416,701	416,701
Secondary Recharges	28,050	28,500	28,500
Supplies/Services	3,127,721	3,085,995	2,842,995
Third Party Payments	656,218	656,218	656,218
Transport Related	49,230	38,450	38,450
<b>Expenditure</b>	<b>7,039,693</b>	<b>7,214,551</b>	<b>6,971,551</b>
Customer & Client Receipts	(813,818)	(858,282)	(858,282)
Government Grants	(457,406)	(457,406)	(113,406)
Other Grants & Reinbursements	(502,599)	(502,599)	(322,599)
<b>Income</b>	<b>(1,773,823)</b>	<b>(1,818,287)</b>	<b>(1,294,287)</b>
<b>Community Leadership and Libraries</b>	<b>5,265,870</b>	<b>5,396,264</b>	<b>5,677,264</b>

Budget Summary and Forward Plan					
Environment Committee	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b>Original Budget</b>	39,056,420	41,053,704	39,853,704	38,803,704	36,403,704
<b>Virements approved in previous period</b>	1,385,284				
<b>Revised Base Budget</b>	<b>40,441,704</b>	<b>41,053,704</b>	<b>39,853,704</b>	<b>38,803,704</b>	<b>36,403,704</b>
<b>Efficiencies</b>					
Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	(400,000)	(350,000)			
<b>Efficiencies Total</b>	<b>(400,000)</b>	<b>(350,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Parks and Open Spaces Strategy review: Following specific site surveys for all green spaces in 2016, we will review and look at changes to how we maintain green spaces and who maintains them.	(150,000)				
	<b>(150,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
Levy payments to the North London Waste Authority: Future waste savings are reliant on; demand management projects, changes to collection services, and the success of communication campaigns. This will enable realistic lower waste tonnage projections to be made for the future and lower the quantity of waste that is actually collected.	(300,000)				
Parks and open Spaces increased productivity and reduction of overheads- Ensure full cost received from external bodies, and investigate alternative management models.	(100,000)				
Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection. Full-year effect from service changes which have been agreed by members (November 2018 Environment Committee).	(200,000)				
Savings Recovery plan: Alternative savings provision for £700k of original £900k target for changes to refuse collection. Proposed option to move to a chargeable garden waste service.		(700,000)			
<b>Reducing Demand, Promoting Independence Total</b>	<b>(600,000)</b>	<b>(700,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
Investment in 3G pitches: 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.	(100,000)				
Income generation from non-statutory commercial waste services: 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.	(300,000)				

Environment Committee	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
CCTV: Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.	(200,000)				
Asset Management: Optimising the value of green spaces assets to maximise the level of income to sustain service delivery.	(100,000)				
Advertising: A number of opportunities have been identified for advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres. Cases will be dealt with in accordance with the council's policy on a case by case basis.	(200,000)				
Delivery of Parks and Open Spaces Strategy: To reduce the annual revenue cost of the operation and management of green spaces by maximising the efficiency of the service and developing new and income generating uses for parks and green spaces sites.			(250,000)	(1,500,000)	(2,000,000)
Advertising: New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	(150,000)	(100,000)	(150,000)	(200,000)	(250,000)
Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.		(50,000)	(650,000)	(700,000)	(250,000)
<b>Income Total</b>	<b>(750,000)</b>	<b>(450,000)</b>	<b>(1,050,000)</b>	<b>(2,400,000)</b>	<b>(2,500,000)</b>
<b>Pressures</b>					
North London Waste Authority	1,012,000				
Additional Investment into Street Scene	1,000,000				
Unfunded Streetscene Pressures	300,000				
RE Managed Budgets (LIP income)	500,000				
<b>Pressures Total</b>	<b>2,812,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>41,053,704</b>	<b>39,853,704</b>	<b>38,803,704</b>	<b>36,403,704</b>	<b>33,903,704</b>

## Environment

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Community Safety	99,070	99,070	99,070
<b>Community Safety</b>	<b>99,070</b>	<b>99,070</b>	<b>99,070</b>
Environment Management	12,739,281	12,849,521	13,361,521
<b>Environment Management</b>	<b>12,739,281</b>	<b>12,849,521</b>	<b>13,361,521</b>
Green Spaces & Leisure	1,353,251	1,323,691	873,691
<b>Green Spaces &amp; Leisure</b>	<b>1,353,251</b>	<b>1,323,691</b>	<b>873,691</b>
Guaranteed Income	(8,543,087)	(8,700,461)	(8,700,461)
Re Managed Budgets	(63,498)	(63,498)	436,502
<b>Re Managed Budgets</b>	<b>(8,606,585)</b>	<b>(8,763,959)</b>	<b>(8,263,959)</b>
Management Fee	16,638,568	17,300,903	17,300,903
<b>RE Management Fee</b>	<b>16,638,568</b>	<b>17,300,903</b>	<b>17,300,903</b>
Commercial Services Streetscene	(2,257,595)	(1,786,456)	(1,786,456)
	160,849	396,949	396,949
Ground Maintenance(Front line)	2,532,629	2,342,698	2,342,698
Management and Service Support	990,035	915,185	275,185
Street Cleansing (Front Line)	2,904,807	2,533,435	2,533,435
Street Scene Management	0	1,120,803	1,120,803
Waste (Front Line)	6,440,555	6,025,692	6,915,692
<b>Streetscene</b>	<b>10,771,280</b>	<b>11,548,306</b>	<b>11,798,306</b>
Highway Inspection/Maintenance	260,447	272,827	272,827
Parking	(537,750)	(557,750)	(557,750)
Street Lighting	6,338,858	6,669,095	6,169,095
<b>Transportation &amp; Highways</b>	<b>6,061,555</b>	<b>6,384,172</b>	<b>5,884,172</b>
<b>Environment</b>	<b>39,056,420</b>	<b>40,741,704</b>	<b>41,053,704</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Accounting Charges	10,849,801	10,834,471	13,264,471
Capital Financing	0	(130,000)	(130,000)
Employee Related	16,506,243	17,234,791	18,299,791
Premises Related	1,488,965	1,300,345	1,300,345
Secondary Recharges	(3,829,929)	(4,071,457)	(3,571,457)
Supplies/Services	46,597,086	48,586,832	48,773,832
Third Party Payments	1,020	1,020	1,020
Transport Related	3,267,828	3,302,390	3,302,390
<b>Expenditure</b>	<b>74,881,014</b>	<b>77,058,392</b>	<b>81,240,392</b>
Customer & Client Receipts	(34,498,641)	(34,990,735)	(38,860,735)
Government Grants	(40,628)	(40,628)	(40,628)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
<b>Income</b>	<b>(35,824,594)</b>	<b>(36,316,688)</b>	<b>(40,186,688)</b>
<b>Environment</b>	<b>39,056,420</b>	<b>40,741,704</b>	<b>41,053,704</b>



Budget Summary and Forward Plan					
Housing	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	6,553,660	5,866,507	4,997,507	3,357,507	1,697,507
Virements approved in previous period	60,847				
Revised Base Budget	6,614,507	5,866,507	4,997,507	3,357,507	1,697,507
<u>Efficiencies</u>					
Efficiencies	0	0	0	0	0
<u>Service Reductions</u>					
Service Reductions Total	0	0	0	0	0
<u>Service Redesign</u>					
	0	0	0	0	0
<u>Reducing demand, Promoting Independence</u>					
Reducing Demand, Promoting Independence Total	0	0	0	0	0
<u>Income</u>					
500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes	(161,000)	(568,000)	(821,000)	(834,000)	(681,000)
Transfer of 141 properties acquired by Barnet for use as affordable temporary accommodation to Open Door Homes	(1,025,000)	49,000	50,000	51,000	53,000
Additional 89 homes for affordable rent built by Open Door Homes.			(158,000)	(162,000)	(5,000)
Build 87 new council homes for rent on top of existing council housing blocks, providing a cheaper alternative to temporary accommodation.			(111,000)	(115,000)	(4,000)
Increase some temporary accommodation rents to Local Housing Allowance.	(62,000)				
Trickle transfer of 950 council homes to Open Door Homes		(350,000)	(600,000)	(600,000)	(600,000)
Income Total	(1,248,000)	(869,000)	(1,640,000)	(1,660,000)	(1,237,000)
<u>Pressures</u>					
Temporary Accommodation	500,000				
Pressures Total	500,000	0	0	0	0
Budget	5,866,507	4,997,507	3,357,507	1,697,507	460,507

## Housing

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Housing Strategy	6,859,749	6,926,235	6,178,235
<b>Growth and Development</b>	<b>6,859,749</b>	<b>6,926,235</b>	<b>6,178,235</b>
HRA Other Income & Expenditure	11,415	11,415	9,970,340
HRA Regeneration	837,000	837,000	837,000
HRA Surplus/Deficit for the year	(753,671)	(753,671)	(10,712,596)
Interest on Balances	(94,744)	(94,744)	(94,744)
<b>HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>
Guaranteed Income	(306,089)	(311,728)	(311,728)
<b>RE Managed Budgets</b>	<b>(306,089)</b>	<b>(311,728)</b>	<b>(311,728)</b>
<b>Housing</b>	<b>6,553,660</b>	<b>6,614,507</b>	<b>5,866,507</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Asset Capital Accounting Charges	23,219,151	23,219,151	22,563,841
Capital Accounting Charges	(753,671)	(753,671)	(10,712,596)
Capital Financing	7,390,376	7,390,376	7,420,000
Employee Related	84,670	84,670	84,670
Premises Related	11,658,177	11,782,327	11,894,550
Secondary Recharges	1,828,789	1,828,789	2,328,789
Supplies/Services	25,187,397	25,642,803	34,712,061
Third Party Payments	25,947,780	25,953,960	24,134,960
<b>Expenditure</b>	<b>94,562,669</b>	<b>95,148,405</b>	<b>92,426,275</b>
Customer & Client Receipts	(84,188,443)	(84,194,082)	(81,309,202)
Government Grants	0	(519,250)	0
Interest	(94,744)	(94,744)	(94,744)
Other Grants & Reimbursments	(3,725,822)	(3,725,822)	(5,155,822)
<b>Income</b>	<b>(88,009,009)</b>	<b>(88,533,898)</b>	<b>(86,559,768)</b>
<b>Housing</b>	<b>6,553,660</b>	<b>6,614,507</b>	<b>5,866,507</b>

Budget Summary and Forward Plan					
Policy & Resources Committee	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	84,926,129	89,703,741	87,876,741	87,215,741	86,781,741
Virements approved in previous period	(6,527,608)				
Revised Base Budget	78,398,521	89,703,741	87,876,741	87,215,741	86,781,741
<b>Efficiencies</b>					
The Customer & Support Group contract for customer and back office services will deliver reductions in the cost of back office services of £70m or an average of £7m a year.	(640,000)	(971,000)	(350,000)	(200,000)	
Further reduction to the CSG contract is proposed, primarily through reducing demand through increased online contact, process automation and reduction in failure demand	(400,000)				
Reduction in insurance contract through renegotiation	(22,000)				
Implement changes to senior management arrangements	(444,780)	(130,000)			
Reconfigure Communications and Strategy team, identifying efficiencies, reducing running costs and increasing income	(183,000)	(32,000)	(107,000)		(107,000)
Reconfigure Commercial, Performance and Executive Support (Year 1 savings presented as part of senior management savings line)		(203,000)	(104,000)	(134,000)	(138,000)
Economies of scale from review and redesign of professional support services	(297,000)	(260,000)			
GIS value for money review (economy, efficiency and effectiveness)		(60,000)			
Paperless committees (subject to robust digital infrastructure- hence implement in 2020/21)		(68,000)			
Stop refreshments for committee meetings including Leader's briefings.	0				
Stop rental costs for member surgeries and use council owned/free premises	(4,000)				
Stop funding of printer cartridges as part of digitisation		(3,000)			
Stop funding of BT lines for elected members	(16,000)				
<b>Efficiencies Total</b>	<b>(2,006,780)</b>	<b>(1,727,000)</b>	<b>(561,000)</b>	<b>(334,000)</b>	<b>(245,000)</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
<b>Service Redesign Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
<b>Reducing Demand, Promoting Independence Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Policy & Resources Committee		2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b><u>Income</u></b>						
	Make CAFT team cost neutral through increased income generation including expansion of sold service to OLAs		(100,000)	(100,000)	(100,000)	(116,000)
<b>Income Total</b>		<b>0</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(116,000)</b>
<b><u>Grossing up of Grants</u></b>						
	Flexible Housing Support Grant	4,250,000				
<b>Grossing up of Grants Total</b>		<b>4,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures &amp; Growth</u></b>						
	General Provision for Inflation	5,633,000				
	Contingency	(1,790,000)				
	Pension contributions	491,000				
	Capital Financing	1,700,000				
	Internal Audit Service Growth	116,000				
	Emergency Planning Resilience to London Wide Standard	160,000				
	HB Public Law legal costs budget rightsize	600,000				
	Interest recievable	440,000				
	Council Tax Support Discretionary	500,000				
	Managed Budgets Structural Income Deficit	812,000				
	CSG services insourced	400,000				
<b>Pressures &amp; Growth Total</b>		<b>9,062,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		9,662,000	0			
<b>Budget</b>		<b>89,703,741</b>	<b>87,876,741</b>	<b>87,215,741</b>	<b>86,781,741</b>	<b>86,420,741</b>

## Policy & Resources

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Assurance & Business Development	766,673	701,068	1,140,923
Counter Fraud Operations	498,860	420,650	349,650
Electoral Service	549,345	686,845	664,845
Governance	2,160,460	2,204,860	2,184,860
Internal Audit	250,110	254,960	370,960
<b>Assurance</b>	<b>4,225,448</b>	<b>4,268,383</b>	<b>4,711,238</b>
Commercial Management	1,418,250	1,379,448	1,110,388
Customer Services & Digital	874,518	1,728,553	1,361,258
Performance & Risk	268,535	338,357	338,357
<b>Commercial &amp; ICT</b>	<b>2,561,303</b>	<b>3,446,358</b>	<b>2,810,003</b>
CSG Managed Budget	100,000	100,000	100,000
CSG Management Fee	20,468,324	21,746,364	18,321,164
	<b>20,568,324</b>	<b>21,846,364</b>	<b>18,421,164</b>
Deputy Chief Executive	567,270	580,230	508,980
<b>Deputy Chief Executive</b>	<b>567,270</b>	<b>580,230</b>	<b>508,980</b>
Central Education (Commissioning)	(16,630)	(12,130)	(12,130)
<b>Early Intervention &amp; Prevention</b>	<b>(16,630)</b>	<b>(12,130)</b>	<b>(12,130)</b>
Central Expenses	53,391,678	44,160,231	51,029,266
Finance	(156,280)	(227,160)	2,576,640
Health and Safety	82,643	96,683	96,683
Insurance	13,660	20,170	20,170
Revs & Bens	178,530	277,955	4,928,530
<b>Finance</b>	<b>53,510,231</b>	<b>44,327,879</b>	<b>58,651,289</b>
Estates	131,295	179,675	179,675
<b>Growth and Development</b>	<b>131,295</b>	<b>179,675</b>	<b>179,675</b>
Human Resources & Organisational Development	33,280	234,840	830,240
<b>Human Resources &amp; Organisational Development</b>	<b>33,280</b>	<b>234,840</b>	<b>830,240</b>
Legal Advice and Monitoring	2,036,397	2,087,601	2,687,601
<b>Legal Advice and Monitoring</b>	<b>2,036,397</b>	<b>2,087,601</b>	<b>2,687,601</b>
Strategy & Communications	1,309,211	1,139,321	915,681
<b>Strategy &amp; Communications</b>	<b>1,309,211</b>	<b>1,139,321</b>	<b>915,681</b>
<b>Policy &amp; Resources</b>	<b>84,926,129</b>	<b>78,098,521</b>	<b>89,703,741</b>

	<b>Original Estimate 2018/19</b>	<b>Current Estimate 2018/19</b>	<b>Original Estimate 2019/20</b>
Capital Financing	32,000,947	22,575,630	29,093,465
Employee Related	11,641,564	12,232,424	14,904,234
Premises Related	742,620	742,620	742,620
Secondary Recharges	(2,342,133)	(2,701,593)	(2,636,593)
Supplies/Services	33,575,723	35,830,652	33,547,227
Third Party Payments	18,756,470	18,982,470	18,926,470
Transfer Payments	272,511,119	272,509,939	276,759,939
Transport Related	34,440	32,170	32,170
<b>Expenditure</b>	<b>366,920,750</b>	<b>360,204,312</b>	<b>371,369,532</b>
Customer & Client Receipts	(7,688,825)	(7,864,865)	(7,864,865)
Government Grants	(269,844,300)	(269,844,300)	(269,844,300)
Interest	(1,703,120)	(1,638,250)	(1,198,250)
Other Grants & Reimbursments	(2,758,376)	(2,758,376)	(2,758,376)
<b>Income</b>	<b>(281,994,621)</b>	<b>(282,105,791)</b>	<b>(281,665,791)</b>
<b>Policy &amp; Resources</b>	<b>84,926,129</b>	<b>78,098,521</b>	<b>89,703,741</b>

Levies			
	Original Estimate 2018/19 £	Current Estimate 2018/19 £	Original Estimate 2019/20 £
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	335,000
Lea Valley Regional Park	378,350	378,350	360,000
London Pension Funds	607,000	607,000	511,000
Traffic Control Signals Unit	469,400	469,400	476,800
Concessionary Fares	15,392,280	15,392,280	15,450,450
Apprenticeship Levy		260,000	300,000
	<b>17,167,760</b>	<b>17,427,760</b>	<b>17,433,250</b>
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	287,000	287,000	320,000
	<b>287,000</b>	<b>287,000</b>	<b>320,000</b>
<u>Other Local Authorities - Third Party</u>			
	333,490	333,490	295,000
	<b>333,490</b>	<b>333,490</b>	<b>295,000</b>
<b>Total Levies</b>	<b>17,788,250</b>	<b>18,048,250</b>	<b>18,048,250</b>

Budget Summary and Forward Plan					
Public Health	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	17,156,000	16,707,050	16,283,050	15,973,050	15,623,050
Virements approved in prior period	4,050				
Revised Base Budget	17,160,050	16,707,050	16,283,050	15,973,050	15,623,050
<b>Efficiencies</b>					
Health Improvement- smaller scale initiatives will be replaced by awareness raising campaigns				(100,000)	
Staffing- proposed restructure to centralise public health functions across the council (5 FTE savings)					(143,000)
Health Checks- reconfiguration of healthchecks via GP federation to focus on hub approach will result in management cost reduction					(50,000)
Sexual Health Services- London wide sexual health transformation including digital testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention		(100,000)	(310,000)	(250,000)	(100,000)
<b>Efficiencies Total</b>	<b>0</b>	<b>(100,000)</b>	<b>(310,000)</b>	<b>(350,000)</b>	<b>(293,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Healthy Child Programme- service redesign		(324,000)			(59,000)
<b>Service Redesign Total</b>	<b>0</b>	<b>(324,000)</b>	<b>0</b>	<b>0</b>	<b>(59,000)</b>
<b>Reducing Demand, Promoting Independence</b>					
<b>Reducing Demand, Promoting Independence Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
<b>Income Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Grant Reduction	(453,000)				
<b>Pressures Total</b>	<b>(453,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>16,707,050</b>	<b>16,283,050</b>	<b>15,973,050</b>	<b>15,623,050</b>	<b>15,271,050</b>



Public Health
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	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Public Health	17,156,000	17,160,050	16,707,050
<b>Growth and Development</b>	<b>17,156,000</b>	<b>17,160,050</b>	<b>16,707,050</b>
<b>Public Health</b>	<b>17,156,000</b>	<b>17,160,050</b>	<b>16,707,050</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Employee Related	0	1,401,166	1,401,166
Supplies/Services	0	72,260	72,260
Third Party Payments	17,156,000	15,686,624	15,233,624
<b>Expenditure</b>	<b>17,156,000</b>	<b>17,160,050</b>	<b>16,707,050</b>
<b>Public Health</b>	<b>17,156,000</b>	<b>17,160,050</b>	<b>16,707,050</b>

Budget Summary and Forward Plan					
Special Parking Account	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Original Budget	(10,849,801)	(13,264,471)	(15,864,471)	(16,614,471)	(16,614,471)
Virements approved in previous period	15,330				
Revised Base Budget	(10,834,471)	(13,264,471)	(15,864,471)	(16,614,471)	(16,614,471)
<u>Efficiencies</u>					
Efficiencies Total	0	0	0	0	0
<u>Service Reductions</u>					
Service Reductions Total	0	0	0	0	0
<u>Service Redesign</u>					
Controlled parking zones: Adopt a coordinated approach to the process 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.	(150,000)				
	(150,000)	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>					
Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	(2,150,000)	(2,600,000)	(750,000)		
Reducing Demand, Promoting Independence Total	(2,150,000)	(2,600,000)	(750,000)	0	0
<u>Income</u>					
Fees and charges: Cost recovery from a full review of fees and charges across all Environmental Committee business areas.	(130,000)				
Income Total	(130,000)	0	0	0	0
<u>Pressures</u>					
Pressures Total	0	0	0	0	0
Budget	(13,264,471)	(15,864,471)	(16,614,471)	(16,614,471)	(16,614,471)

# Revenue Budget 2019-2020

## Special Parking Account

	2018-2019	2018-2019	2019-20
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices - Including MTC	(11,915,010)	(11,915,010)	(14,215,010)
Permits	(2,160,000)	(2,160,000)	(2,290,000)
Pay & Display	(3,180,000)	(3,180,000)	(3,180,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
<b>Total Income</b>	(17,625,010)	(17,625,010)	(20,055,010)
Operating Expenditure	6,775,209	6,790,539	6,790,539
Net Operating Surplus	(10,849,801)	(10,834,471)	(13,264,471)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(10,849,801)	(10,834,471)	(13,264,471)
Balance brought forward	0	0	0
Appropriation to General Fund	10,849,801	10,834,471	13,264,471
	0	0	0

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	2018/19 Revised	
	Budget £'000	2019/20 Budget £'000
<b>Income</b>		
Dwelling rents	(49,784,776)	(48,608,860)
Non-dwelling rents	(1,641,193)	(1,410,266)
Tenants Charges for services and facilities	(4,280,304)	(4,275,043)
Leaseholder Charges for services and facilities	(3,211,572)	(3,211,572)
<b>Total Income</b>	<b>(58,917,845)</b>	<b>(57,505,741)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,570,000	7,570,000
General	15,164,070	15,262,576
Special	5,878,179	5,878,179
Rent, Rates, Taxes and other charges	144,484	144,484
	23,219,151	22,563,842
Debt Management Expenses	7,540,376	7,570,000
Revenue Contribution to Capital	0	9,074,000
Increase in bad debt provision	250,000	250,000
<b>Total Expenditure</b>	<b>59,766,260</b>	<b>68,313,081</b>
<b>Net Cost of HRA Services</b>	<b>848,415</b>	<b>10,807,340</b>
Interest and investment income	(94,744)	(94,744)
<b>(Surplus) or deficit</b>	<b>753,671</b>	<b>10,712,596</b>

Funding Template: Additions & Deletions, Slippage & Accelerated Spend Template				APPENDIX E	
Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Accel erated Spend
				£'000	£'000
Adults and Communities	2018/19	Investing in IT	Borrowing		(450)
Commissioning	2018/19	Depot relocation	Capital receipts		(660)
Commissioning	2018/19	Community Centre - Tarling Road	Borrowing		120
Commissioning	2018/19	Community Centre - Tarling Road	RCCO/ MRA	200	
Commissioning	2018/19	Asset Management	Capital receipts		(40)
Commissioning	2018/19	Libraries asset management	Borrowing	(206)	
Commissioning	2018/19	ICT strategy	Capital receipts		(1,250)
Commissioning	2018/19	Community Centres fit out	Capital receipts	(500)	
Commissioning	2018/19	Community Centres fit out	Grants/contribution	(20)	
Commissioning	2018/19	Customer Services Transformation Programme	Capital receipts		(340)
Commissioning	2018/19	Implementation of Locality Strategy	Capital receipts		(422)
Commissioning	2018/19	Sport and Physical Activites	CIL		516
Commissioning	2018/19	Sport and Physical Activites	Grants/contribution		(2,000)
Commissioning	2018/19	Sport and Physical Activites	CIL		2,000
Commissioning	2018/19	Office Build	Borrowing		(3,681)
Children's services -Education and Skills	2018/19	Modernisation - Primary & Secondary	Grants/contribution	(216)	(999)
Children's services -Education and Skills	2018/19	Healthy Pupils Fund	Grants/contribution	216	(169)
Children's services -Education and Skills	2018/19	Orion Primary School	Grants/contribution	(6)	(40)
Children's services -Education and Skills	2018/19	Menorah Foundation	Grants/contribution	(182)	
Children's services -Education and Skills	2018/19	Martin Primary	Grants/contribution	(9)	
Children's services -Education and Skills	2018/19	Monkfrith	Grants/contribution	(10)	(62)
Children's services -Education and Skills	2018/19	London Academy	Grants/contribution		(11)
Children's services -Education and Skills	2018/19	St Agnes	Grants/contribution		(32)
Children's services -Education and Skills	2018/19	Saracens Primary	Grants/contribution	30	(1,000)
Children's services -Education and Skills	2018/19	Brookland	Grants/contribution	33	
Children's services -Education and Skills	2018/19	Christ college	Grants/contribution	1	
Children's services -Education and Skills	2018/19	Copthall	Grants/contribution	1	
Children's services -Education and Skills	2018/19	Oak Lodge Special School	Grants/contribution	(10)	
Children's services -Education and Skills	2018/19	St Mary's & St John's	Grants/contribution		(434)
Children's services -Education and Skills	2018/19	St James / Blessed Dominic	Grants/contribution	1,144	(2,586)
Children's services -Education and Skills	2018/19	St James / Blessed Dominic	S106	783	
Children's services -Education and Skills	2018/19	Grammar school projects	Borrowing		(1,000)
Children's services -Education and Skills	2018/19	Chalgrove Primary school ASD	Grants/contribution	240	
Children's services -Education and Skills	2018/19	Whitefield School ASD	Grants/contribution		(358)
Children's services -Education and Skills	2018/19	Whitings Hill, Colindale and Northway/Fairway	Grants/contribution	40	
Children's services -Education and Skills	2018/19	School place planning (Primary )	Grants/contribution	1	(952)
Children's services -Education and Skills	2018/19	School place planning (Secondary)	Grants/contribution	(1,144)	(73)
Children's services -Education and Skills	2018/19	School place planning (Secondary)	S106		(268)
Children's services -Education and Skills	2018/19	School place planning (Secondary)	S106	(783)	
Children's services -Education and Skills	2018/19	SEN	Grants/contribution	(240)	240
Children's services -Education and Skills	2018/19	Alternative Provision	Grants/contribution		(2,995)
Children's services - Family Services	2018/19	Early Education and Childcare place sufficiency	CIL		335
Children's services - Family Services	2018/19	Information Management	Capital receipts		(138)
Children's services - Family Services	2018/19	Information Management	Borrowing		(35)
Children's services - Family Services	2018/19	Loft conversion and extension policy for Foster Carers	Capital receipts		(65)
Children's services - Family Services	2018/19	New Park House Children's home	Borrowing		(3)
Children's services - Family Services	2018/19	Meadow Close Children's Homes	Borrowing		(551)
Children's services - Family Services	2018/19	Family Services Estate - building compliance, extension	Capital receipts		(565)
Children's services - Family Services	2018/19	Family Services Estate - building compliance, extension	Borrowing		(500)
Housing Needs Resources	2018/19	Direct Acquistions	Borrowing		(14,000)
Housing Needs Resources	2018/19	Modular Homes	Borrowing		(118)
Housing Needs Resources	2018/19	St Georges Lodge temporary accommodation conversion	Borrowing		(100)
Housing Needs Resources	2018/19	Hermitage Lane	RCCO/ MRA		(191)
Housing Needs Resources	2018/19	Open Door	Borrowing		(6,709)
Housing Needs Resources	2018/19	Open Door	Capital receipts		(2,291)
Housing Needs Resources	2018/19	Pinkham Way land release	Grants/contribution		(1,250)
Housing Needs Resources	2018/19	Micro Sites	S106		471
Housing Needs Resources	2018/19	Micro Sites	Capital receipts		202
Parking and Infrastructure	2018/19	Highways (permanent re-instatement)	Capital receipts		(33)
Parking and Infrastructure	2018/19	Highways (permanent re-instatement)	Borrowing		(35)
Regional Enterprise	2018/19	Local Implementation Plan 2016/17 and onwards	Grants/contribution		(20)
Regional Enterprise	2018/19	Bridge Assessment	Grants/contribution		20
Regional Enterprise	2018/19	Footway Reconstruction	S106		(43)
Regional Enterprise	2018/19	Traffic Management	S106		(4)
Regional Enterprise	2018/19	Highways Improvement	S106		(350)
Regional Enterprise	2018/19	Travel Plan Implementation	S106		(41)
Regional Enterprise	2018/19	Highways Planned Maintenance Works Programme	CIL		(40)
Regional Enterprise	2018/19	Saracens	S106		(16)
Regional Enterprise	2018/19	Road Traffic Act - Controlled Parking Zones	S106		(47)
Regional Enterprise	2018/19	Road Traffic Act - Controlled Parking Zones	Borrowing		(1)
Regional Enterprise	2018/19	Investment in Roads & Pavement (NRP)	Borrowing		(150)
Regional Enterprise	2018/19	Colindale – Highways and Transport	S106		(800)
Regional Enterprise	2018/19	Colindale – Parks, Open Spaces and Sports	S106		(100)
Regional Enterprise	2018/19	Colindale Station Works	S106		(5,000)

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Accel erated Spend
				£'000	£'000
Regional Enterprise	2018/19	Grahame Park – Community Facilities	S106		(940)
Regional Enterprise	2018/19	Town Centre	Grants/contribution		(532)
Regional Enterprise	2018/19	Thames Link Station	Grants/contribution		(5,000)
Regional Enterprise	2018/19	Development pipeline	Borrowing	13	
Regional Enterprise	2018/19	Strategic Infrastructure Fund	Borrowing		(7,000)
Regional Enterprise	2018/19	Refurbish and regenerate Hendon Cemetery and Crematorium	Capital receipts		(443)
Regional Enterprise	2018/19	Refurbish and regenerate Hendon Cemetery and Crematorium	Borrowing		(557)
Regional Enterprise	2018/19	Decent Homes Programme	Capital receipts		(52)
Regional Enterprise	2018/19	DECC - Fuel Povety	Grants/contribution		(4)
Streetscene	2018/19	Waste	Borrowing	(1)	
Streetscene	2018/19	Weekly Collection Support Scheme	Grants/contribution	2	
Streetscene	2018/19	Vehicles	Borrowing		(377)
HRA	2018/19	Major Works (excl Granv Rd)	RCCO/ MRA		(370)
HRA	2018/19	Regeneration	RCCO/ MRA		100
HRA	2018/19	Misc - Repairs	RCCO/ MRA		(201)
HRA	2018/19	M&E/ GAS	RCCO/ MRA		545
HRA	2018/19	Voids and Lettings	RCCO/ MRA		380
HRA	2018/19	Advanced Acquisitions (Regen Estates)	Capital receipts		(264)
HRA	2018/19	Moreton Close	Borrowing		(205)
HRA	2018/19	Extra Care Pipeline	Borrowing		(631)
HRA	2018/19	Extra Care Pipeline	Grants/contribution		10
HRA	2018/19	Burnt Oak Broadway Flats	Capital receipts		(57)
HRA	2018/19	Burnt Oak Broadway Flats	Borrowing		(132)
HRA	2018/19	Upper & Lower Fosters Community Led Design	Capital receipts	190	
HRA	2018/19	Upper & Lower Fosters Community Led Design	RCCO/ MRA	444	
HRA	2018/19	Upper & Lower Fosters Community Led Design	Borrowing	(634)	(365)
HRA	2018/19	Development Pipeline Stag House	Borrowing		(103)
HRA	2018/19	Development Pipeline Stag House	Capital receipts		(32)
HRA	2018/19	HRA Fire Safety Programme	RCCO/ MRA		(5,000)
			Total - 2018/19	(623)	(70,344)

Theme								Total Funding						
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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
Adults and Safeguarding	25,677	15,317	-	-	-	-	40,994	2,000	700	500	-	33,894	3,900	40,994
Assets, Regeneration & Growth	132,443	59,077	4,677	21,617	750	250	218,814	69,120	16,235	-	-	15,617	117,842	218,814
Children's Education, Libraries & safeguarding	26,587	47,605	165	-	-	-	74,357	53,386	8,270	1,736	-	5,099	5,866	74,357
Community Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environment	19,115	25,222	300	250	50	-	44,937	7,603	1,067	4,861	-	40	31,366	44,937
Housing	47,031	84,103	6,974	-	-	-	138,108	8,205	5,791	22,895	683	-	100,534	138,108
Policy & Resources	10,372	5,712	-	-	-	-	16,084	-	-	11,102	200	16	4,766	16,084
Total - General Fund	261,225	237,036	12,116	21,867	800	250	533,294	140,314	32,063	41,094	883	54,666	264,274	533,294
Housing Revenue Account	33,564	78,143	19,589	18,049	-	-	149,345	4,080	-	12,864	89,053	-	43,348	149,345
Total - all services	294,789	315,179	31,705	39,916	800	250	682,639	144,394	32,063	53,958	89,936	54,666	307,622	682,639

								TOTAL CAPITAL FUNDING						
Adults & Safeguarding	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	2,400	1,500					3,900						3,900	3,900
Sport and Physical Activites	23,277	13,117					36,394	2,000		500		33,894		36,394
Gaelic playing pitch relocation		700					700		700					700
	25,677	15,317					40,994	2,000	700	500		33,894	3,900	40,994



								TOTAL CAPITAL FUNDING						
Assets, Regeneration & Growth	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
BXC - Land Aquisitions	22,358	15,124					37,482						37,482	37,482
Colindale – Highways and Transport	700	5,454	1,427				7,581	948	2,807			3,826		7,581
Colindale – Parks, Open Spaces and Sports	1,336	5,233	1,000	500			8,069	404	115			7,550		8,069
Colindale Station Works	1,500	11,000	1,500				14,000		11,250				2,750	14,000
Grahame Park – Community Facilities	60	2,003					2,063		2,063					2,063
Town Centre	188	2,282	750	750	750	250	4,970	729				4,241		4,970
Thames Link Station	64,913	5,000					69,913	67,039					2,874	69,913
Office Build	19,742	5,981					25,723						25,723	25,723
Development pipeline	13						13						13	13
Development pipeline strategic opportunities fund	5,633			20,367			26,000						26,000	26,000
Strategic Infrastructure Fund	16,000	7,000					23,000						23,000	23,000
	132,443	59,077	4,677	21,617	750	250	218,814	69,120	16,235		-	15,617	117,842	218,814

								TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	3,094	3,593					6,687	6,687						6,687
Healthy Pupils Fund (funded through sugar tax)	47	169					216	216						216
<b>Permanent Primary Expansion Programme</b>														
Orion Primary School	29	40					69	69						69
Monkfrith	89	62					151	151						151
St Agnes	55	815					870	870						870
Saracens Primary	30	2,200					2,230	2,230						2,230
Kosher Kitchen	100	700					800	800						800
Brookland	863						863	863						863
<b>Permanent All Through Expansion Programme</b>														
Wren Academy	80						80	80						80
London Academy	10	11					21	21						21
St Mary's & St John's	287	434					721	721						721
<b>Permanent Primary/Secondary (reallocation) Expansion Programme</b>														
St James / Blessed Dominic	13,342	10,291					23,633	18,899	4,734					23,633
<b>Permanent Secondary Expansion Programme</b>														
Oak Lodge Special School	278						278	278						278
Christ College Facilities Upgrade	252						252	252						252
Grammar school projects		1,000					1,000						1,000	1,000
<b>SEN Programme</b>														
Coppets Wood ASD	62						62	62						62
Chalgrove Primary school ASD	740						740	740						740
Whitefield School ASD	142	1,858					2,000	2,000						2,000
<b>Other Projects</b>														
Whitings Hill, Colindale and Northway/Fairway (Structural R&M)	471						471	471						471

Children's Education, Libraries & safeguarding	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
School place planning (Primary)		3,552					3,552	1,284	2,268					3,552
School place planning (Secondary)		609					609	341	268					609
SEN		8,460					8,460	7,460	1,000					8,460
Alternative Provision (Pupil Referral Unit)	270	8,621					8,891	8,891						8,891
Libraries asset management	300						300			133			167	300
Early Education and Childcare place sufficiency	835	500	165				1,500					1,500		1,500
Information Management	290	383					673			428			245	673
Unitas Youth Zone (Youth Facilities)	3,999						3,999					3,599	400	3,999
Loft conversion and extension policy for Foster Carers	110	130					240			175			65	240
New Park House Children's home	17	3					20						20	20
Meadow Close Children's Homes	360	2,457					2,817						2,817	2,817
Family Services Estate - building compliance, extensive R&M, H&S, DDA	435	1,717					2,152			1,000			1,152	2,152
	26,587	47,605	165				74,357	53,386	8,270	1,736		5,099	5,866	74,357

								TOTAL CAPITAL FUNDING						
Community Leadership	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000

								TOTAL CAPITAL FUNDING						
Environment	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>														
Local Implementation Plan 2016/17 and onwards	3,769	3,067					6,836	6,836						6,836
<b>HIGHWAYS non-TfL</b>														
Footway Reconstruction		43					43		43					43
Traffic Management		4					4		4					4
Highways Improvement	14	350					364		364					364
Travel Plan Implementation		41					91		91					91
Carriageways	237	1,702					1,939						1,939	1,939
Highways Planned Maintenance Works Programme		40					40					40		40
Saracens Highways Works		16					16		16					16
Drainage Schemes	70						70	69					1	70
Road Traffic Act - Controlled Parking Zones	60	48					108		107				1	108
Investment in Roads & Pavement (NRP)	9,308	6,525					15,833	91					15,742	15,833
<b>OTHER ENVIRONMENT</b>														
Old Court House - public toilets	40						40		40					40
Parks & Open Spaces and Tree Planting	61						61	54		7				61
Park Infrastructure	140	325					465	63	402					465
Victoria Park Infrastructure	75	536					611			611				611
Data Works Management system	432						432			432				432
Parks Equipment	101	100					201			193			8	201
Waste	220						220						220	220
Weekly Collection Support Scheme	442						442	442						442
Vehicles	897	1,770					2,667	40		900			1,727	2,667
Street cleansing and greenspaces - vehicles and equipment	1,050						1,050	8					1,042	1,050
Green spaces development project	367	333					700						700	700

Environment	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
Refurbish and regenerate Hendon Cemetery and Crematorium	149	1,000					1,149			592				592
Hendon Cemetery & Crematorium Enhancement	116						116			116			557	673
Lines and Signs	170	170					340						340	340
LED Lighting		7,600					7,600						7,600	7,600
Pay and Display parking machine estate upgrade	120						120						120	120
Moving traffic cameras	50	200	150	100			500						500	500
Controlled parking zones review	50	100	150	150	50		500						500	500
Highways proactive patching	560						560			560				560
Highways (permanent re-instatement)	567	1,252					1,819			1,450			369	1,819
	19,115	25,222	300	250	50		44,937	7,603	1,067	4,861		40	31,366	44,937

								TOTAL CAPITAL FUNDING						
Housing	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Chilvins Court		60					60				60			60
Disabled Facilities Grants Programme	2,602	1,899	450				4,951	4,951						4,951
Empty Properties	1,843	2,000	467				4,310			4,310				4,310
Decent Homes Programme	180	159					339			314			25	339
Direct Acquisitions	26,000	14,000					40,000						40,000	40,000
DECC - Fuel Povety		4					7	7						7
Out of borough acquisition		7					7						7	7
Modular Homes	182	1,294					1,476						1,476	1,476
St Georges Lodge temporary accommodation conversion		350					350						350	350
Hermitage Lane- Mixed Tenure Residential Development	346	277					623				623			623
New Build Housing (Open Door)	13,000	57,103	6,057				76,160			17,484			58,676	76,160
Pinkham Way land release	250	1,250					1,500	1,500						1,500
Micro site development for affordable housing	2,625	5,700					8,325	1,747	5,791	787				8,325
	47,031	84,103	6,974				138,108	8,205	5,791	22,895	683		100,534	138,108

								TOTAL CAPITAL FUNDING						
Policy & Resources	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	1,290	660					1,950			1,950				1,950
Copthall Infrastructure Enhancement	1,000						1,000						1,000	1,000
Community Centre - Tarling Road	2,966						2,966				200		2,766	2,966
Asset Management	922	1,040					1,962			946		16	1,000	1,962
ICT strategy		3,250					4,210			4,210				4,210
Customer Services Transformation Programme	2,961	340					3,301			3,301				3,301
Implementation of Locality Strategy	273	422					695			695				695
	10,372	5,712					16,084			11,102	200	16	4,766	16,084



								TOTAL CAPITAL FUNDING						
Housing Revenue Account	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	5,300	6,019	6,970	7,768			26,057				26,057			26,057
Regeneration	1,300	1,056	525	787			3,668				3,668			3,668
Miscellaneous Repairs	2,584	2,436	2,314	2,324			9,658				9,658			9,658
M&E/ GAS	6,260	4,841	6,125	3,615			20,841				20,841			20,841
Voids and Lettings	3,985	3,297	3,655	3,555			14,492				14,492			14,492
Advanced Acquisitions (Regen Estates)	11	4,718					4,729			960			3,769	4,729
Ansell Court- extra care housing	0	205					6,274						6,274	6,274
Dollis Valley- property acquisitions	30	6,577					6,607			6,607				6,607
Extra Care- Housing (Stag & Cheshire House)	360	35,155					35,515	4,080		3,000			28,435	35,515
Burnt Oak Broadway Flats- Additional Storey	61	4,921					4,982			1,490			3,492	4,982
Upper & Lower Fosters Community Led Design	1,304	365					1,669			385	919		365	1,669
Stag House- Property Purchase	1,300	135					1,435			422			1,013	1,435
HRA Fire Safety Programme	5,000	8,418					13,418				13,418			13,418
	33,564	78,143	19,589	18,049			149,345	4,080		12,864	89,053		43,348	149,345

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Directorate								Total Funding						
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Health	25,677	14,617	0	0	0	0	40,294	2,000	0	500	0	33,894	3,900	40,294
Deputy Chief Executive	30,414	12,393	0	0	0	0	42,807	0	700	11,235	200	16	30,656	42,807
Education and Skills	20,241	42,415	0	0	0	0	62,656	53,386	8,270	0	0	0	1,000	62,656
Family Services	6,046	5,190	165	0	0	0	11,401	0	0	1,603	0	5,099	4,699	11,401
Housing Needs Resources	44,246	82,041	6,524	0	0	0	132,811	3,247	5,791	22,581	683	0	100,509	132,811
Parking and Infrastructure	1,517	9,322	300	250	50	0	11,439	0	0	2,010	0	0	9,429	11,439
Regional Enterprise	129,259	67,994	5,127	21,617	750	250	224,997	81,074	16,860	1,022	0	15,657	110,384	224,997
Street Scene	3,825	3,064	0	0	0	0	6,889	607	442	2,143	0	0	3,697	6,889
Total - General Fund	261,225	237,036	12,116	21,867	800	250	533,294	140,314	32,063	41,094	883	54,666	264,274	533,294
Housing Revenue Account	33,564	78,143	19,589	18,049	0	0	149,345	4,080	0	12,864	89,053	0	43,348	149,345
Total - all services	294,789	315,179	31,705	39,916	800	250	682,639	144,394	32,063	53,958	89,936	54,666	307,622	682,639

								TOTAL CAPITAL FUNDING						
Adults and Health	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sport and Physical Activites	23,277	13,117					36,394	2,000		500		33,894		36,394
Investing in IT	2,400	1,500					3,900						3,900	3,900
	25,677	14,617					40,294	2,000		500		33,894	3,900	40,294

								TOTAL CAPITAL FUNDING						
Deputy Chief Executive	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	1,290	660					1,950			1,950				1,950
Copthall Infrastructure Enhancement	1,000						1,000						1,000	1,000
Community Centre - Tarling Road	2,966						2,966				200		2,766	2,966
Asset Management	922	1,040					1,962			946		16	1,000	1,962
Libraries asset management	300						300			133			167	300
ICT strategy	960	3,250					4,210			4,210				4,210
Customer Services Transformation Programme	2,961	340					3,301			3,301				3,301
Implementation of Locality Strategy	273	422					695			695				695
Gaelic playing pitch relocation		700					700		700					700
Office Build	19,742	5,981					25,723						25,723	25,723
	30,414	12,393					42,807		700	11,235	200	16	30,656	42,807

								TOTAL CAPITAL FUNDING						
Childrens service - Education and Skills	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	3,094	3,593					6,687	6,687						6,687
Healthy Pupils Fund (Funded Through Sugar Tax)	47	169					216	216						216
<b>Permanent Primary Expansion Programme</b>														
Orion Primary School	29	40					69	69						69
Monkfrith	89	62					151	151						151
St Agnes	55	815					870	870						870
Saracens Primary	30	2,200					2,230	2,230						2,230
Kosher Kitchen	100	700					800	800						800
Brookland	863						863	863						863
<b>Permanent all Through Expansion Programme</b>														
Wren Academy	80						80	80						80
London Academy	10	11					21	21						21
St Mary's & St John's	287	434					721	721						721
<b>Permanent Primary/Secondary (reallocation) Expansion Programme</b>														
St James / Blessed Dominic	13,342	10,291					23,633	18,899	4,734					23,633
<b>Permanent Secondary Expansion Programme</b>														
Oak Lodge Special School	278						278	278						278
Christ College Facilities Upgrade	252						252	252						252
Grammar school projects		1,000					1,000						1,000	1,000
<b>SEN Programme</b>														
Coppets Wood ASD	62						62	62						62
Chalgrove Primary school ASD	740						740	740						740
Whitefield School ASD	142	1,858					2,000	2,000						2,000
<b>Other Projects</b>														
Whitings Hill, Colindale and Northway/Fairway (Structural R&M)	471						471	471						471
School place planning (Primary )		3,552					3,552	1,284	2,268					3,552
School place planning (Secondary)		609					609	341	268					609

Childrens service - Education and Skills	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
SEN		8,460					8,460	7,460	1,000					8,460
Alternative Provision	270	8,621					8,891	8,891						8,891
	20,241	42,415					62,656	53,386	8,270				1,000	62,656

								TOTAL CAPITAL FUNDING						
Children's service - Family Services	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Early Education and Childcare place sufficiency	835	500	165				1,500					1,500		1,500
Information Management	290	383					673			428			245	673
Unitas Youth Zone (Youth Facilities)	3999						3,999					3,599	400	3,999
Loft conversion and extension policy for Foster Carers	110	130					240			175			65	240
New Park House Children's home	17	3					20						20	20
Meadow Close Children's Homes	360	2457					2,817						2,817	2,817
Family Services Estate - building compliance, extensive R&M, H&S, DDA	435	1717					2,152			1,000			1,152	2,152
	6,046	5,190	165				11,401			1,603		5,099	4,699	11,401



								TOTAL CAPITAL FUNDING						
Housing Needs Resources	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Empty Properties	1,843	2,000	467				4,310			4,310				4,310
Chilvins Court		60					60				60			60
Out of borough acquisition		7					7						7	7
Direct Acquisitions	26,000	14,000					40,000						40,000	40,000
Modular Homes	182	1,294					1,476						1,476	1,476
St Georges Lodge temporary accommodation conversion		350					350						350	350
Hermitage Lane- mixed tenure residential development	346	277					623				623			623
New Build Housing (Open Door)	13,000	57,103	6,057				76,160			17,484			58,676	76,160
Pinkham Way land release	250	1,250					1,500	1,500						1,500
Micro site development for affordable housing	2,625	5,700					8,325	1,747	5,791	787				8,325
	44,246	82,041	6,524				132,811	3,247	5,791	22,581	683	-	100,509	132,811

								TOTAL CAPITAL FUNDING						
Parking and Infrastructure	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lines and Signs	170	170					340						340	340
LED Lighting		7,600					7,600						7,600	7,600
Pay and Display parking machine estate upgrade	120						120						120	120
Moving traffic cameras	50	200	150	100			500						500	500
Controlled parking zones review	50	100	150	150	50		500						500	500
Highways (permanent re-instatement)	567	1,252					1,819			1,450			369	1,819
Highways proactive patching	560						560			560				560
	1,517	9,322	300	250	50		11,439	-	-	2,010			9,429	11,439

								TOTAL CAPITAL FUNDING						
Regional Enterprise	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>														
Local Implementation Plan 2016/17 and onwards	3,769	3,067					6,836	6,836						6,836
<b>HIGHWAYS non-TfL</b>														
Footway Reconstruction		43					43		43					43
Traffic Management		4					4		4					4
Highways Improvement	14	350					364		364					364
Travel Plan Implementation	50	41					91		91					91
Carriageways	237	1,702					1,939						1,939	1,939
Highways Planned Maintenance Works Programme		40					40					40		40
Saracens- Highways works		16					16		16					16
Drainage Schemes	70						70	69					1	70
Road Traffic Act - Controlled Parking Zones	60	48					108		107				1	108
Investment in Roads & Pavement (NRP)	9,308	6,525					15,833	91					15,742	15,833
BXC - Land aquisitions	22,358	15,124					37,482						37,482	37,482
Colindale – Highways and Transport	700	5,454	1,427				7,581	948	2,807			3,826		7,581
Colindale – Parks, Open Spaces and Sports	1,336	5,233	1,000	500			8,069	404	115			7,550		8,069
Colindale Station Works	1,500	11,000	1,500				14,000		11,250				2,750	14,000
Grahame Park – Community Facilities	60	2,003					2,063		2,063					2,063
Town Centre	188	2,282	750	750	750	250	4,970	729				4,241		4,970
Thames Link Station	64,913	5,000					69,913	67,039					2,874	69,913
Development pipeline	13						13						13	13
Development pipeline strategic opportunities fund	5,633			20,367			26,000						26,000	26,000
Strategic Infrastructure Fund	16,000	7,000					23,000						23,000	23,000
Disabled Facilities Grants Programme	2,602	1,899	450				4,951	4,951						4,951

Regional Enterprise	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
Refurbish and regenerate Hendon Cemetery and Crematorium	149	1,000					1,149			592				592
Hendon Cemetery & Crematorium Enhancement	116						116			116			557	673
Decent Homes Programme	180	159					339			314			25	339
DECC - Fuel Poverty	3	4					7	7						7
	129,259	67,994	5,127	21,617	750	250	224,997	81,074	16,860	1,022		15,657	110,384	224,997

								TOTAL CAPITAL FUNDING						
Streetscene	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£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	61						61	54		7				61
Park Infrastructure	140	325					465	63	402					465
Victoria Park Infrastructure	75	536					611			611				611
Data Works Management system	432						432			432				432
Parks Equipment	101	100					201			193			8	201
Waste	220						220						220	220
Weekly Collection Support Scheme	442						442	442						442
Vehicle purchase	897	1,770					2,667	40		900			1,727	2,667
Street cleansing and greenspaces - vehicles and equipment	1,050						1,050	8					1,042	1,050
Green spaces development project	367	333					700						700	700
	3,825	3,064					6,889	607	442	2,143			3,697	6,889

								TOTAL CAPITAL FUNDING						
Housing Revenue Account	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	5,300	6,019	6,970	7,768			26,057				26,057			26,057
Regeneration	1,300	1,056	525	787			3,668				3,668			3,668
Miscellaneous Repairs	2,584	2,436	2,314	2,324			9,658				9,658			9,658
M&E/ GAS	6,260	4,841	6,125	3,615			20,841				20,841			20,841
Voids and Lettings	3,985	3,297	3,655	3,555			14,492				14,492			14,492
Advanced Acquisitions (Regen Estates)	11	4,718					4,729			960			3,769	4,729
Ansell Court- extra care housing	6,069	205					6,274						6,274	6,274
Dollis Valley- property acquisitions	30	6,577					6,607			6,607				6,607
Extra Care Housing (Stag & Cheshire House)	360	35,155					35,515	4,080		3,000			28,435	35,515
Burnt Oak Broadway Flats- Additional Storey	61	4,921					4,982			1,490			3,492	4,982
Upper & Lower Fosters Community Led Design	1,304	365					1,669			385	919		365	1,669
Stag House- Property Purchase	1,300	135					1,435			422			1,013	1,435
HRA Fire Safety Programme	5,000	8,418					13,418				13,418			13,418
	33,564	78,143	19,589	18,049			149,345	4,080		12,864	89,053		43,348	149,345

### 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 as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement, with the latter used to determine the debt cap. However, in October 2018, the government removed the debt cap and the HRA is now subject to the same prudential borrowing rules as the General Fund. The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more to support the acquisition or building of new homes.
- 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. The government has recently consulted on its' proposals for social housing rents and the outcome of this is expected in due course.
  - **Right to Buy** – sales increased following the enhancement of the Right to Buy scheme for council tenants
  - **Welfare Reform** – the implementation of Universal Credit may result in an increase in bad debt.

#### 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, including wheelchair users and older people
  - Efficient and effective housing services

### 3. Investment Plan

3.1 The following allocations of funding have already been agreed (for 18/19 onwards) and are progressing:

- **Existing stock** – Investment of £74.7m for repairs and maintenance
- **HRA Fire Safety Programme** - investment of £13.4 with an additional £34.5m proposed to meet the cost of fire safety improvements
- **Burnt Oak Broadway flats** - £5m to provide new additional flats
- **Supported Housing** - £6.3m for supported scheme at Ansell Court (formerly Moreton Close)
- **Regeneration** - £4.7m for advanced acquisitions on regeneration estates
- **Extra care Pipeline** - £35.5m to provide additional supported housing.

In addition to the above, the Business Plan also includes a number of proposals as follows:

- **Direct Acquisitions** - £30m to acquire 100 homes for affordable rent
- **New Build Programme** - £33m to build 87 new properties
- **General Development** - £46m to build 200 properties

3.2 New homes funded by the HRA will compliment a programme already in place whereby OpenDoor Homes, a Registered Provider, which is part of the Barnet Group, is building more than 350 new homes with the aid of a loan from the council.



Appendix H:  
Adults Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/18	Charges 2019/20	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+		£138.10	£142.35	£ 4.25	3.08%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
			Standard Charge persons aged 25-59		£81.75	£82.75	£ 1.00	1.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
			Standard Charge persons aged 18-25		£66.55	£67.55	£ 1.00	1.50%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
	Respite Care (All client groups) (2)		Residential Respite (per week)		£101.05	£104.30	£ 3.25	3.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
	Other Community Support Services (4) ** Assessed in accordance with charging policy for community based services				Up to full cost					
	Clients' access to files		Statutory charge		£ 15.00	£15.00	£ -	0.00%		
	Charges for arranging care for people above capital/savings threshold		Standard hourly brokerage charge		£ 22.93	£23.62	£ 0.69	3.01%		

## Adults Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/18	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
			Standard hourly administrative charge		£ 14.31	£14.74	£ 0.43	3.00%		
	Charges for Universal Deferred Payments		Standard hourly administrative and processing charge		£ 18.27	£18.82	£ 0.55	3.01%	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%		
			Non- standard legal hourly charge e.g debt recovery		£ 71.59	£71.59	£ -	0.00%		
			Land Registry Fees		£ 26.00	£26.00	£ -	0.00%		
			Property Valuation Fees		£ 250.00	£ 250.00	£ -	0.00%		

**Assurance Fees and Charges 2019/20**

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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	£ -		£ -	0.00%	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%		
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%		
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				

# Assurance Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
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 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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%		
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Saturday full day	13hrs (8am to 9pm)	£ 750.00	£ 750.00	£ -	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%		
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%		
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%		
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%		
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%		
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%		
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%		
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%		
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%		

# Hendon Town Hall Parties, Fairs and Events Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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%		
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%		
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%		
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%		
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%		
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%		
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%		

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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	£1,202 made up of:	£1,202 made up of:			2019/20 to be subject to future DRP	
					Fee1-£580	Fee1-£580				
					Fee 2-£622	Fee 2-£622				
Re	Licence Fee	Environmental Health	Assisted Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£1,314 made up of:	£1,314 made up of:			2019/20 to be subject to future DRP	
					Fee1-£692	Fee1-£692				
					Fee 2-£622	Fee 2-£622				
Re	Licence Fee	Environmental Health	Licence fee up to 5 units of accommodation (on-line application - when available) for 5 years	Per HMO	£1,182 made up of	£1,182 made up of			2019/20 to be subject to future DRP	
					Fee1-£546	Fee1-£546				
					Fee 2-£636	Fee 2-£636				
Re	Licence Fee	Environmental Health	Assisted Licence fee up to 5 units of accommodation (online application- when available) for 5 years	Per HMO	£1,282 made up of	£1,282 made up of			2019/20 to be subject to future DRP	
					Fee1-£646	Fee1-£646				
					Fee 2-£636	Fee 2-£636				
Re	Licence Fee	Environmental Health	HMO Licensing Fee for a 1 year licence (paper application)	Per HMO	£783 made up of	£783 made up of			2019/20 to be subject to future DRP	
					Fee1-£580	Fee1-£580				
					Fee 2-£203	Fee 2-£203				
Re	Licence Fee	Environmental Health	HMO Licensing Assisted fee for a 1 year licence (paper application)	Per HMO	£895 made up of	£895 made up of			2019/20 to be subject to future DRP	
					Fee1-£692	Fee1-£692				
					Fee 2-£203	Fee 2-£203				
Re	Licence Fee	Environmental Health	HMO Licensing Fee for a 1 year licence (on line application)	Per HMO	£ 749 made up of	£ 749 made up of			2019/20 to be subject to future DRP	
					Fee1-£546	Fee1-£546				
					Fee 2- £203	Fee 2- £203				
Re	Licence Fee	Environmental Health	HMO Licensing Assisted fee for a 1 year licence (on line application)	Per HMO	£849 made up of	£849 made up of			2019/20 to be subject to future DRP	
					Fee1- £646	Fee1- £646				
					Fee 2- £203	Fee 2- £203				
Re	Licence Fee	Environmental Health	Discount for accredited landlords	Per HMO	10.00%	10.00%				

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Licence Fee	Environmental Health	Discount for registered charities	Per HMO	10.00%	10.00%				
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£1028 made up of Fee1- £406 Fee 2- £622	£1028 made up of Fee1- £406 Fee 2- £622			2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 5 years	Per HMO	£1,066 made up of Fee1-£444 Fee 2- £622	£1,066 made up of Fee1-£444 Fee 2- £622			2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO	£1007 made up of Fee1-£371 Fee 2- £636	£1007 made up of Fee1-£371 Fee 2- £636			2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (on- line application, when introduced)for 5 years	Per HMO	£ 1,045 made up of Fee1- £409 Fee 2- £636	£ 1,045 made up of Fee1- £409 Fee 2- £636			2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO	£609 made up of Fee1- £406 Fee 2- £203	£609 made up of Fee1- £406 Fee 2- £203			2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 1 year	Per HMO	£647 made up of Fee1- £444 Fee 2- £203	£647 made up of Fee1- £444 Fee 2- £203			2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	HMO Licensing Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	£574 made up of Fee1- £371 Fee 2- £203	£574 made up of Fee1- £371 Fee 2- £203			2019/20 to be subject to future DRP	



Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Licence Fee	Environmental Health	HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	£612 made up of Fee1- £409 Fee 2- £203	£612 made up of Fee1- £409 Fee 2- £203			2019/20 to be subject to future DRP	
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	£ 26.00	£ 26.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Fee associated with an abortive visit	Per HMO	£ 75.00	£ 75.00	£ -	0.00%		
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	£ 52.00	£ 52.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Housing Act</b>										
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	£ 491.00	£ 491.00	£ -	0.00%	2019/20 to be subject to future DRP	

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Improvement Notice	Each	£ 491.00	£ 491.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of a Prohibition Order	Each	£ 420.00	£ 420.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Prohibition Order	Each	£ 420.00	£ 420.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of an Emergency Prohibition Order	Each	£ 420.00	£ 420.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of a Demolition Order	Each	Cost of administration and works.	Cost of administration and works.				
Re	Private Sector Housing Fees	Environmental Health	Taking Emergency Remedial Action	Each	£421 plus the cost of work	£421 plus the cost of work			2019/20 to be subject to future DRP	
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.				

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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.			2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Prohibition Order	Each	315.56	315.56	£ -	0.00%		
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Improvement Notice	Each	313.10	313.10	£ -	0.00%		
Re	Private Sector Housing Fees	Environmental Health	Hazard Awareness Notice	Each	288.44	288.44	£ -	0.00%		
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.			2019/20 to be subject to future DRP	
<b>Completion of Works</b>										
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 £86.50 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			2019/20 to be subject to future DRP	

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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 £165	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				
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 £165	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			Service to be paid for in full on completion unless the applicant has proven significant financial difficulties.	

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Home Improvement Agency</b>										
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 £160	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			Full service would include obtaining planning permission, building control approval, seeking tenders for work, design of the scheme and supervision of the building work	
Re	Private Sector Housing Fees	Environmental Health	Assisted grant process		Up to 12.5% of the cost of the building work. Minimum fee £160	Up to 12.5% of the cost of the building work. Minimum fee £160			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	112.00	112.00	£ -	0.00%	2019/20 to be subject to future DRP	

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Housing Reports</b>										
Re	Private Sector Housing Fees	Environmental Health	Fire risk assessment for standard HMO	Each	Up to £590 for a standard HMO plus hourly rate up to £85.40 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			2019/20 to be subject to future DRP	
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	£300 plus hourly rate up to £86.50 for revisits and/or additional advice.	£300 plus hourly rate up to £86.50 for revisits and/or additional advice.			2019/20 to be subject to future DRP	
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	£238 plus hourly rate up to £86.50 for revisits and/or additional advice	£238 plus hourly rate up to £86.50 for revisits and/or additional advice			2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	HMO Set Up Advice Service	Each	£438 plus hourly rate up to £86.50 for revisits and/or additional advice	£438 plus hourly rate up to £86.5 for revisits and/or additional advice			2019/20 to be subject to future DRP	
<b>Employment of Fire Safety Engineer</b>										
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order - cost of a Fire Safety Engineer report if obtained	Per notice/order	n/a	Actual cost plus arrangment costs	£ -	£ -	S40 Housing Act 2004	New fee in relation to costs incurred through employing a fire safety engineer

**Births, Deaths and Marriages Fees 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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%	Statutory Cert £10 Discretionary Admin charge £5	
			Short Birth Certificate	per certificate	£ 15.00	£ 15.00	£ -	0.00%	Statutory Cert £10 Discretionary Admin charge £5	
			Priority service certificate - same day	per certificate	£ 20.00	£ 20.00	£ -	0.00%		
			Standard Birth Death Marriage or Civil Partnership certificates (at registration)	per certificate	£ 4.00	£ 4.00	£ -	0.00%		
			Standard Birth Death Marriage or Civil Partnership certificates (after registration)	per certificate	£ 7.00	£ 7.00	£ -	0.00%		
	Notice of marriage and civil partnership		British and EU national	Per notice	£ 35.00	£ 35.00	£ -	0.00%		
			If referred for immigration purposes	Per notice	£ 47.00	£ 47.00	£ -	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	£ 20.85	£ 0.85	4.25%	Discretionary Fee	
			Mondays to Thursdays (before 4pm)	Per Ceremony	£ 150.00	£ 165.00	£ 15.00	10.00%	Discretionary fee	Increased in line with cost recovery
			Friday (before 4pm)	Per Ceremony	£ 175.00	£ 195.00	£ 20.00	11.43%	Discretionary fee	Increased in line with cost recovery
			Saturday (before 4pm)	Per Ceremony	£ 250.00	£ 280.00	£ 30.00	12.00%	Discretionary fee	Increased in line with cost recovery
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£ 325.00	£ 359.00	£ 34.00	10.46%	Discretionary fee	Increased in line with cost recovery
			Special Offer (last Sunday of the month)	Per Ceremony	£ -	£ -	£ -			

**Births, Deaths and Marriages Fees 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
			Monday to Thursday (after 4 pm)	Per Ceremony	£ 320.00	£ 360.00	£ 40.00	12.50%	Discretionary fee	Increased in line with cost recovery
			Friday (after 4 pm)	Per Ceremony	£ 320.00	£ 360.00	£ 40.00	12.50%	Discretionary fee	Increased in line with cost recovery
			Saturday – (after 4pm)	Per Ceremony	£ 350.00	£ 397.00	£ 47.00	13.43%	Discretionary fee	Increased in line with cost recovery
			Sundays and Public Holidays – (after 4pm)	Per Ceremony	£ 450.00	£ 497.00	£ 47.00	10.44%	Discretionary fee	Increased in line with cost recovery
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Committee Room 1&2	Mondays to Thursdays (before 4pm)	Per Ceremony	£ 200.00	£ 220.00	£ 20.00	10.00%		
			Friday (before 4pm)	Per Ceremony	£ 225.00	£ 249.00	£ 24.00	10.67%		
			Saturday (before 4pm)	Per Ceremony	£ 300.00	£ 330.00	£ 30.00	10.00%		
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£ 375.00	£ 420.00	£ 45.00	12.00%		
			Monday to Friday (after 4 pm)	Per Ceremony	£ 400.00	£ 425.00	£ 25.00	6.25%		
			Saturday (after 4pm)	Per Ceremony	£ 500.00	£ 522.00	£ 22.00	4.40%		
			Sundays and Public Holidays (after 4pm)	Per Ceremony	£ 600.00	£ 626.00	£ 26.00	4.33%		



**Births, Deaths and Marriages Fees 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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	£ 51.75	£ 1.75	3.50%		
			Wedding in a registered building (e.g. church)	Per Ceremony	£ 88.00	£ 88.00	£ -	0.00%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (before 4pm)	Per Ceremony	£ 320.00	£ 366.00	£ 46.00	14.38%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (before 4pm)	Per Ceremony	£ 350.00	£ 400.00	£ 50.00	14.29%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (before 4pm)	Per Ceremony	£ 450.00	£ 497.00	£ 47.00	10.44%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (after 4pm)	Per Ceremony	£ 400.00	£ 447.00	£ 47.00	11.75%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (after 4pm)	Per Ceremony	£ 500.00	£ 547.00	£ 47.00	9.40%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (after 4pm)	Per Ceremony	£ 600.00	£ 657.00	£ 57.00	9.50%		

**Births, Deaths and Marriages Fees 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Naming Ceremonies – all venues		Administration fee for change of date or time	Per Ceremony	£ 20.00	£ 20.75	£ 0.75	3.75%		
			Monday to Sunday and including Bank Holidays – normal hours	Per Ceremony	£160.00 (£50 deposit)	£160.00 (£50 deposit)	£ -	0.00%		
	Late Arrival Fees		Late arrival fee at the Register Office	Per Ceremony	£ 25.00	£ 26.00	£ 1.00	4.00%		
			Late arrival fee at an approved premise in Barnet	Per Ceremony	£ 50.00	£ 52.00	£ 2.00	4.00%		
	Nationality and Settlement Checking Service NCS/SCS		NCS Adult application (Mon -Fri)	Per Adult	£ 60.00	£ 60.00	£ -	0.00%		
			NCS Child application (Mon-Fri)	Per Child	£ 40.00	£ 40.00	£ -	0.00%		
			NCS Adult application (Sat & Sun)	Per Adult	£ 75.00	£ 75.00	£ -	0.00%		
			NCS Child application (Sat & Sun)	Per Child	£ 50.00	£ 50.00	£ -	0.00%		
			SCS Adult application (Mon -Fri)	Per Adult	£ 100.00	£ 100.00	£ -	0.00%		
			SCS Child application (Mon-Fri)	Per Child	£ 30.00	£ 30.00	£ -	0.00%		
			Private citizenship ceremony at Hendon Town Hall	Per Ceremony	£ 110.00	£ 110.00	£ -	0.00%		
	Eauropean Passport Return Service		European Passport Return Service (Permanent Residence & Qualifying Person) including secure postage up to 5kg (Mon-Fri)	Per Package	£ 25.00	£ 26.00	£ 1.00	4.00%		
			Saturday	Per Package	£ 35.00	£ 36.50	£ 1.50	4.29%		
			Sunday	Per Package	£ 40.00	£ 41.75	£ 1.75	4.38%		
			Additional Postage fee for supporting documents - 5-10kg	Per Package	£ 27.00	£ 28.00	£ 1.00	3.70%		
			Additional Postage fee for supporting documents - 10-20kg	Per Package	£ 42.00	£ 43.50	£ 1.50	3.57%		

**Parking Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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%		
P5	Business		Specific vehicle	Weekly	£26.00	£26.00	£0.00	0.00%	Being reviewed separately.	
P6	Business		Specific vehicle	Monthly	£73.50	£73.50	£0.00	0.00%	Being reviewed separately.	
P7	Business		Specific vehicle	Annual	£525.00	£525.00	£0.00	0.00%	Being reviewed separately.	
P8	Business		Any vehicle	Annual	£840.00	£840.00	£0.00	0.00%	Being reviewed separately.	
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	£1.10 each	£1.10 each	£0.00	0.00%	Being reviewed separately.	
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%	Being reviewed separately.	
P12	Builders		Specific vehicle	Monthly	£38.00	£38.00	£0.00	0.00%	Being reviewed separately.	
P13	Builders		Specific vehicle	Annual	£310.00	£310.00	£0.00	0.00%	Being reviewed separately.	
P14	Builders		Any vehicle	Monthly	£76.00	£76.00	£0.00	0.00%	Being reviewed separately.	

# Parking Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P15	Builders		Any vehicle	Annual	£620.00	£620.00	£0.00	0.00%	Being reviewed separately.	
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%	Being reviewed separately.	
P23	Temporary Permit 3 Month		Resident Permit for 3 Months	3 Months	£252.00	£252.00	£0.00	0.00%	Being reviewed separately.	
P24	Restricted Car Park Permit		Restricted Off Street Location Annual Car Park Permit	Annual	£350.00	£350.00	£0.00	0.00%	Being reviewed separately.	
P25	Temporary Permit 1 Week		Resident Permit for 1 Week	1 Week	£100.00	£100.00	£0.00	0.00%	Being reviewed separately.	
P26	Temporary Permit 1 Month		Resident Permit for 1 Month	1 Month	£160.00	£160.00	£0.00	0.00%	Being reviewed separately.	
P27	Resident Permit		<b>Band 1 - Green Annual Permit:</b> For vehicles with emissions range (G/km CO2) <= 110	Annual	£15.00	£15.00	£0.00	0.00%	Being reviewed separately.	
P28	Resident Permit		<b>Band 2 - Lower Band Emissions Annual Permit:</b> For vehicles with emissions range (G/km CO2) 111 to 130	Annual	£50.00	£50.00	£0.00	0.00%	Being reviewed separately.	

Parking Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P29	Resident Permit		<b>Band 3 - Low (Top Tier) Band Emissions Annual Permit:</b> For vehicles with emissions range (G/km CO2) 131 to 150	Annual	£55.00	£55.00	£0.00	0.00%	Being reviewed separately.	
P30	Resident Permit		<b>Band 4 - Middle Band Emissions Annual Permit:</b> - For vehicles with emissions range (G/km CO2) 151 - 200	Annual	£65.00	£65.00	£0.00	0.00%	Being reviewed separately.	
P31	Resident Permit		<b>Band 5 - High Band Emissions Annual Permit:</b> - For vehicles with emissions range (G/km CO2) 201 and above	Annual	£115.00	£115.00	£0.00	0.00%	Being reviewed separately.	
P32	Resident Permit Surcharge		2, 3 or 4th vehicle	Annual	£15.00	£15.00	£0.00	0.00%	Being reviewed separately.	
P33	Diesel Surcharge		Annual	Annual	£10.00	£10.00	£0.00	0.00%	Being reviewed separately.	
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%	Being reviewed separately.	
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%	Being reviewed separately.	
P36	Car Club Permits		To allow car club permit vehicles to park within the borough	Annual	£1,260.00	£1,260.00	£0.00	0.00%		

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
<b>Food, Health &amp; Safety</b>										
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%	2019/20 to be subject to future DRP	
Re	EH2 Food, Health and Safety Environmental health	Environmental Health	Level 3 Award in Food Safety - Supervising food safety in catering,	Per person	£ 350.00	£ 350.00	£ -	0.00%	2019/20 to be subject to future DRP	
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	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 £350 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	£ 49.00	£ 49.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH6 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Council Services	Per person	£ 60.00	£ 60.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH7 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - examination resit	Per person	£ 33.00	£ 33.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH8 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Refresher - Per person	Per person	£ 54.00	£ 54.00	£ -	0.00%	2019/20 to be subject to future DRP	
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	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	30% of course fee	£ -	0.00%	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	£ 25.00	£ -	0.00%	2019/20 to be subject to future DRP	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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	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 £49 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	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	Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	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	£ 190.00	£ 190.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH16 Food, Health and Safety Environmental health	Environmental Health	Safer Food Better Business (SFBB) Pack (Sent by post)	Each	£ 18.50	£ 18.50	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH17 Food, Health and Safety Environmental health	Environmental Health	Safer Food Better Business (SFBB) Pack (Collected )	Each	£ 15.00	£ 15.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH18 Food, Health and Safety Environmental health	Environmental Health	Unsound Food (Business and Commercial premises) - collection and disposal	Per seizure/voluntary surrender	Actual cost of disposal + 30% transport and admin fee	Actual cost of disposal + 30% transport and admin fee			Normally taken to Edmonton incinerator where there is a fixed minimum fee	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
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)	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)	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	£ 70.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH22 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Registered Charities	£ 70.00	£ 70.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH23 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Council Services	£ 60.00	£ 60.00	£ -	0.00%	2019/20 to be subject to future DRP	
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	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	30% of course fee	£ -	0.00%	There is an admin cost to booking and arranging refunds etc.	
<b>Environmental Health</b>										
Re	EH26 Environmental Health Noise Act 1996	Environmental Health	Seizure, removal and storage of seized equipment		£ 169.95	£ 169.95	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH27 Environmental Health Contaminated Land Enquiries	Environmental Health	Contaminated Land Enquiries - Basic Enquiry	Each	£ 48.93	£ 48.93	£ -	0.00%	2019/20 to be subject to future DRP	



Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH28 Environmental Health Contaminated Land Enquiries	Environmental Health	Enquiry including historical data multiple addresses	Each	£ 110.21	£ 110.21	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH29 Environmental Health Pest Control	Environmental Health	Rats	Per treatment	£ 118.67	£ 118.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH30 Environmental Health Pest Control	Environmental Health	Mice	Per treatment	£ 118.67	£ 118.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH31 Environmental Health Pest Control	Environmental Health	Cockroaches	Per treatment	£ 117.00	£ 117.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH32 Environmental Health Pest Control	Environmental Health	Bed Bugs for a 2 bedroom property	Per treatment	£ 182.50	£ 182.50	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH33 Environmental Health Pest Control	Environmental Health	Bed Bugs (per additional bedroom)	Per treatment	£ 41.00	£ 41.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH34 Environmental Health Pest Control	Environmental Health	Fleas	Per treatment	£ 114.17	£ 114.17	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH35 Environmental Health Pest Control	Environmental Health	Exotic Ants	Per treatment	£ 151.67	£ 151.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH36 Environmental Health Pest Control	Environmental Health	Wasps	Per treatment	£ 56.67	£ 56.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH37 Environmental Health Pest Control	Environmental Health	Domestic crawling insects (Carpet beetles, larder beetles, etc.)	Per treatment	£ 114.17	£ 114.17	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH38 Environmental Health Pest Control	Environmental Health	Garden Ants	Per treatment	£ 114.17	£ 114.17	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH39 Environmental Health Pest Control	Environmental Health	Site pest assessment (where treatment not requested)	Per visit	£ 25.00	£ 25.00	£ -	0.00%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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, pharoah 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.	
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.	
<b>Pollution Prevention and Control Act 1999</b>										
Re	EH44 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Standard	Each	£ 1,650.00	£ 1,650.00	£ -	0.00%	DEFRA fee change	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH45 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Reduced fee	Each	£ 155.00	£ 155.00	£ -	0.00%	DEFRA fee change	
Re	EH46 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Petrol vapour I&II	Each	£ 257.00	£ 257.00	£ -	0.00%	DEFRA fee change	
Re	EH47 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Vehicle refinishers	Each	£ 362.00	£ 362.00	£ -	0.00%	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	£1,650 (£985 3rd to 7th, £485 subsequent applications)	£1,650 (£985 3rd to 7th, £485 subsequent applications)			DEFRA fee change	
Re	EH49 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Fee operating without a permit	Each	£ 1,188.00	£ 1,188.00	£ -	0.00%	DEFRA fee change	
Re	EH50 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Late payment fee	Each	£ 52.00	£ 52.00	£ -	0.00%	DEFRA fee change	
Re	EH51 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Annual subsistence charge		Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747			DEFRA fee change	
Re	EH52 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Standard	Each	Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747			DEFRA fee change	
Re	EH53 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Reduced fee	Each	Low = £79 / Medium = £158 / High = £237	Low = £79 / Medium = £158 / High = £237			DEFRA fee change	
Re	EH54 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Petrol vapour I&II	Each	Low = £113 / Medium = £226 / High = £341	Low = £113 / Medium = £226 / High = £341			DEFRA fee change	
Re	EH55 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Vehicle refinishers	Each	Low = £228 / Medium = £365 / High = £548	Low = £228 / Medium = £365 / High = £548			DEFRA fee change	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH56 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Mobile screening and crushing plant for 1st and 2nd permits	Each	Low = £626 / Medium = £1034/ High = £1,551	Low = £626 / Medium = £1034/ High = £1,551			DEFRA fee change	
Re	EH57 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Standard Transfer and substantial change	Each	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050			DEFRA fee change	
Re	EH58 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Reduced fee Transfer and substantial change	Each	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112			DEFRA fee change	
Re	EH59 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Adopt a tube scheme p/a		£ 133.00	£ 133.00	£ -	0.00%		
<b>Environmental Health Licensing Fees</b>										
Re	EH76 Environmental Health Licence for Massage and Special Treatments Band A	Environmental Health	New licence	Each	£ 247.00	£ 247.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH77 Environmental Health Licence for Massage and Special Treatments Band A	Environmental Health	Renewal licence	Each	£ 197.00	£ 197.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH78 Environmental Health Licence for Massage and Special Treatments Band B	Environmental Health	New licence	Each	£ 334.00	£ 334.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH79 Environmental Health Licence for Massage and Special Treatments Band B	Environmental Health	Renewal licence	Each	£ 284.00	£ 284.00	£ -	0.00%	2019/20 to be subject to future DRP	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH80 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	New licence	Each	£ 444.00	£ 444.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH81 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	Renewal licence	Each	£ 400.00	£ 400.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH82 Environmental Health Transfer and Variation Fee	Environmental Health	Band A	Each	£ 62.00	£ 62.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH83 Environmental Health Transfer and Variation Fee	Environmental Health	Band B	Each	£ 79.00	£ 79.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH84 Environmental Health Transfer and Variation Fee	Environmental Health	Band C	Each	£ 96.00	£ 96.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH85 Environmental Health Transfer and Variation Fee	Environmental Health	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	£ 73.00	£ 73.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH86 Environmental Health Transfer and Variation Fee	Environmental Health	Administration fee on all aborted licence applications	Each	11% of licence fee	11% 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.	
<b>Cemetery &amp; Crematorium</b>										
<b>Grave purchase for Non-LBB Residents:</b>										
Re	C&C1 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3'6") grave pre-purchase only - Non LBB Residents	Each	£ 15,100.00	£ 15,100.00	£ -	0.00%	2019/20 to be subject to future DRP	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C2 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3' 6") for immediate use - Non LBB Residents	Each	£ 9,500.00	£ 9,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C3 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2'6") grave pre-purchase only - Non LBB Residents	Each	£ 8,000.00	£ 8,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C4 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2' 6") for immediate use - Non LBB Residents	Each	£ 5,050.00	£ 5,050.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C5 Cemetery & Crematorium	Cem and Crem	Burial Vault	Each		£ 18,000.00	£ 18,000.00		The cost of the burial vault is a maximum fee (plus the interment fee)	New fee. Art 15 Local Authorities Cemeteries Order 1977
<b>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.</b>										
Re	C&C6 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	£ 6,900.00	£ 6,900.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C7 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3' 6") half grave for immediate use - Non LBB Residents	Each	£ 4,300.00	£ 4,300.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C8 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - Non LBB Residents	Each	£ 3,350.00	£ 3,350.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C9 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") half grave for immediate use - Non LBB Residents	Each	£ 2,100.00	£ 2,100.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Grave purchase for LBB Residents:</b>										
Re	C&C10 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3' 6") - grave pre-purchase only - LBB Residents	Each	£ 7,000.00	£ 7,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C11 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3' 6") for immediate use - LBB Residents	Each	£ 5,000.00	£ 5,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C12 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2' 6") grave pre-purchase only - LBB Residents	Each	£ 3,500.00	£ 3,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C13 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (6'6" x 2' 6") for immediate use - LBB Residents	Each	£ 2,500.00	£ 2,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C14 Cemetery & Crematorium	Cem and Crem	Burial Vault	Each		£ 12,000.00	£ 12,000.00		The cost of the burial vault is a maximum fee (plus the interment fee)	New fee. Art 15 Local Authorities Cemeteries Order 1977
<b>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.</b>										
Re	C&C15 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	£ 3,500.00	£ 3,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C16 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	£ 2,500.00	£ 2,500.00	£ -	0.00%	2019/20 to be subject to future DRP	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C17 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	£ 1,740.00	£ 1,740.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C18 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	£ 1,240.00	£ 1,240.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Mausoleums (Single price for LBB residents and non-residents)</b>										
Re	C&C19 Cemetery & Crematorium	Cem and Crem	Mausoleum pre-purchase	Each	£ 22,000.00	£ 22,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C20 Cemetery & Crematorium	Cem and Crem	Mausoleum space for immediate use	Each	£ 16,000.00	£ 16,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C21 Cemetery & Crematorium	Cem and Crem	Construction of Mausoleum	Each	£ 12,800.00	£ 12,800.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C22 Cemetery & Crematorium	Cem and Crem	Community Mausoleum	Each	£ 10,000.00	£ 10,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Interments (Single price for LBB Residents and non-Residents)</b>										
Re	C&C23 Cemetery & Crematorium	Cem and Crem	Interment - Persons over 16 years of age (single depth)	Each	£ 850.00	£ 850.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C24 Cemetery & Crematorium	Cem and Crem	Interment - pre-dug grave	Each	£ 625.00	£ 625.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C25 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%	2019/20 to be subject to future DRP	
Re	C&C26 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%	2019/20 to be subject to future DRP	
Re	C&C27 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	£ 445.00	£ 445.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C28 Cemetery & Crematorium	Cem and Crem	Public interment - Persons over 16 years of age	Each	£ 515.00	£ 515.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C29 Cemetery & Crematorium	Cem and Crem	Public interment - Children under 16 years of age	Each	£ 175.00	£ 175.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C30 Cemetery & Crematorium	Cem and Crem	Public interment - Stillborn children	Each	£ 115.00	£ 115.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>General Burial Fees</b>										
Re	C&C31 Cemetery & Crematorium	Cem and Crem	Exhumation of Deceased	Each	£ 1,360.00	£ 1,360.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C32 Cemetery & Crematorium	Cem and Crem	Removal and/or replacing of memorials (all parts of the cemetery) kerbs and landing upto 4ft 6	Each	£ 280.00	£ 280.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C33 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			2019/20 to be subject to future DRP	
Re	C&C34 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or Bank Holiday Burial.	Each	£ 240.00	£ 240.00	£ -	0.00%	2019/20 to be subject to future DRP	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C35 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	£ 125.00	£ 125.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C36 Cemetery & Crematorium	Cem and Crem	Shroud Burials	Each	£ 210.00	£ 210.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C37 Cemetery & Crematorium	Cem and Crem	Casket Burial	Each	£ 290.00	£ 290.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C38 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	£ 24.00	£ 24.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C39 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	£ 92.00	£ 92.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C40 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	£ 47.00	£ 47.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C41 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	£ 167.00	£ 167.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C42 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	£ 136.00	£ 136.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C43 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	£ 90.00	£ 90.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C44 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	£ 79.00	£ 79.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C45 Cemetery & Crematorium	Cem and Crem	Washing of Half size Kerb and Landing and Headstone only	Each	£ 63.00	£ 63.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C46 Cemetery & Crematorium	Cem and Crem	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	£ 105.00	£ 105.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C47 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Half Size kerb and Landing	Each	£ 78.00	£ 78.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C48 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Full size Kerb and Landing	Each	£ 105.00	£ 105.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C49 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	£ 1,325.00	£ 1,325.00	£ -	0.00%	2019/20 to be subject to future DRP	

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C50 Cemetery & Crematorium	Cem and Crem	Memorials: Supply and installation of flower posy holder	Each		£ 62.50	£ 62.50			New fee. Art Local Authorities Cemeteries Order 1977
<b>Permits</b>										
Re	C&C51 Cemetery & Crematorium	Cem and Crem	Permit - Headstone with kerbs	Each	£ 315.00	£ 315.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C52 Cemetery & Crematorium	Cem and Crem	Permit - Headstone only	Each	£ 240.00	£ 240.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C53 Cemetery & Crematorium	Cem and Crem	Permit - Conversion of existing Headstone to include kerbs	Each	£ 104.00	£ 104.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C54 Cemetery & Crematorium	Cem and Crem	Permit - Memorial in the form of a vase, tablet, seat or bench or wooden cross etc.	Each	£ 85.00	£ 85.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C55 Cemetery & Crematorium	Cem and Crem	Permit - Renovation or additional inscription	Each	£ 104.00	£ 104.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C56 Cemetery & Crematorium	Cem and Crem	Retrospective permit application	Each	2 x permit normal fee	2 x permit normal fee			To introduce a punitive permit fee for where headstones are installed without going through due process	
<b>Annual Planting etc. and General Attention of Private Graves (per single grave space)</b>										
Re	C&C57 Cemetery & Crematorium	Cem and Crem	Planting Evergreen shrubs only	Each	£ 206.00	£ 206.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C58 Cemetery & Crematorium	Cem and Crem	Turfing only	Each	£ 148.00	£ 148.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C59 Cemetery & Crematorium	Cem and Crem	Planting - Seasonal Bedding	Each	£ 310.00	£ 310.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C60 Cemetery & Crematorium	Cem and Crem	Turfing or Moulding (No maintenance)	Each	£ 85.00	£ 85.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C61 Cemetery & Crematorium	Cem and Crem	Provision of a wooden cross including brass plaque	Each	£ 165.00	£ 165.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C62 Cemetery & Crematorium	Cem and Crem	1 Yr full grave maintenance to include seasonal bedding and 1 washing of headstone.	Each	£ 355.00	£ 355.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C63 Cemetery & Crematorium	Cem and Crem	1 Yr full grave maintenance to include seasonal bedding and 1 washing of full size kerb and landing.	Each	£ 395.00	£ 395.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Transfer of Grave Ownership</b>										
Re	C&C64 Cemetery & Crematorium	Cem and Crem	Transfer by Probate, Letters of Administration, or Private Statutory Declaration	Each	£ 73.00	£ 73.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C65 Cemetery & Crematorium	Cem and Crem	Transfer by Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£ 120.00	£ 120.00	£ -	0.00%	2019/20 to be subject to future DRP	



Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C66 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	£ 177.00	£ 185.00	£ 8.00	4.52%		Approved Environment Committee 28/11/2018
Re	C&C67 Cemetery & Crematorium	Cem and Crem	Duplicate of Deed of Ownership	Each	£ 25.00	£ 25.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C68 Cemetery & Crematorium	Cem and Crem	Duplicate of Cremation Certificate	Each	£ 15.00	£ 15.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Cremation Fees</b>										
Re	C&C69 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday (Funeral Directors Not holding an account)	Each	£ 680.00	£ 680.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C70 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	Each	£ 785.00	£ 785.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C71 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday (Funeral Directors holding an account)	Each	£ 610.00	£ 610.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C72 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekends and bank Holidays (Funeral Directors holding an account)	Each	£ 715.00	£ 715.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C73 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	Each	£ 1,280.00	£ 1,280.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C74 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday between 09:00-09:45	Each	£ 375.00	£ 375.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C75 Cemetery & Crematorium	Cem and Crem	Cremation - Children over 1 month to under 16 years of age	Each	£ 57.00	£ 57.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C76 Cemetery & Crematorium	Cem and Crem	Cremation - Children still born - 1 month	Each	no charge	no charge				
Re	C&C77 Cemetery & Crematorium	Cem and Crem	Public Health Cremations	Each	£ 210.00	£ 210.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Memorials - memorial gardens</b>										
Re	C&C78 Cemetery & Crematorium	Cem and Crem	Standard Rose Bush 3 yr. lease	Yes	£ 232.00	£ 232.00	£ -	0.00%		
Re	C&C79 Cemetery & Crematorium	Cem and Crem	Memorial Rose Bush and Plaque 3 yr. lease	Yes	£ 180.00	£ 180.00	£ -	0.00%		
Re	C&C80 Cemetery & Crematorium	Cem and Crem	Memorial Rose Bush renewable 3 yr. lease	Yes	£ 300.00	£ 300.00	£ -	0.00%		
Re	C&C81 Cemetery & Crematorium	Cem and Crem	Memorial Rose Standard and Plaque 3 yr. lease	Yes	£ 360.00	£ 360.00	£ -	0.00%		
Re	C&C82 Cemetery & Crematorium	Cem and Crem	Rose Plaque	Yes	£ 135.00	£ 135.00	£ -	0.00%		

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C83 Cemetery & Crematorium	Cem and Crem	Columbarium Niche (10 year lease)	Yes	£ 1,650.00	£ 1,650.00	£ -	0.00%		
Re	C&C84 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£ 162.00	£ 162.00	£ -	0.00%		
Re	C&C85 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£ 162.00	£ 162.00	£ -	0.00%		
Re	C&C86 Cemetery & Crematorium	Cem and Crem	Lily Pond tablet (10 year lease)	Yes	£ 625.00	£ 625.00	£ -	0.00%		
Re	C&C87 Cemetery & Crematorium	Cem and Crem	Cleaning of Lily Pond tablet	Yes	£ 63.00	£ 63.00	£ -	0.00%		
Re	C&C88 Cemetery & Crematorium	Cem and Crem	Leather Panel Scheme (10 year lease, Max 60 letters)	Yes	£ 175.00	£ 175.00	£ -	0.00%		
Re	C&C89 Cemetery & Crematorium	Cem and Crem	Wall tablet in Book of Remembrance Hall (10 Yr lease)	Yes	£ 1,020.00	£ 1,020.00	£ -	0.00%		
Re	C&C90 Cemetery & Crematorium	Cem and Crem	Old Memorial - Inscriptions	Yes	£ 3.65	£ 3.65	£ -	0.00%		
Re	C&C91 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 2 lines	Yes	£ 160.00	£ 160.00	£ -	0.00%		
Re	C&C92 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 5 lines	Yes	£ 227.00	£ 227.00	£ -	0.00%		
Re	C&C93 Cemetery & Crematorium	Cem and Crem	Copy of Book of Remembrance - 2 lines	Yes	£ 75.00	£ 75.00	£ -	0.00%		
Re	C&C94 Cemetery & Crematorium	Cem and Crem	Book of Remembrance copy 5 lines	Yes	£ 124.00	£ 124.00	£ -	0.00%		
Re	C&C95 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	£ 312.00	£ 312.00	£ -	0.00%		
Re	C&C96 Cemetery & Crematorium	Cem and Crem	Memorial Jewellery	Yes	£ 42.00	£ 42.00	£ -	0.00%		
<b>Ashes strewing and storage</b>										
Re	C&C97 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when returned to Hendon after 12 month of cremation	VAT not applicable	£ 115.00	£ 115.00	£ -	0.00%		
Re	C&C98 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when cremated elsewhere	VAT not applicable	£ 150.00	£ 150.00	£ -	0.00%		
Re	C&C99 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per month	VAT not applicable	£ 26.00	£ 26.00	£ -	0.00%		
Re	C&C100 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per year	VAT not applicable	£ 255.00	£ 255.00	£ -	0.00%		
<b>Chapel Hire and Organist Fees</b>										
Re	C&C101 Cemetery & Crematorium	Cem and Crem	Fee for Organ Music and Services of Organist	Yes	£ 60.00	£ 60.00	£ -	0.00%		
Re	C&C102 Cemetery & Crematorium	Cem and Crem	Use of Chapel for additional ½ hour Service	Yes	£ 115.00	£ 115.00	£ -	0.00%		
Re	C&C103 Cemetery & Crematorium	Cem and Crem	Use of Chapel plus Organist for additional ½ hour Service	Yes	£ 175.00	£ 175.00	£ -	0.00%		

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
<b>Web access to services</b>										
Re	C&C104 Cemetery & Crematorium	Cem and Crem	Live video streaming of funeral services and provision of DVD	Yes	up to £250.00	up to £250.00				
<b>Anniversary Services</b>										
Re	C&C105 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	£ 100.00	£ -	0.00%		
<b>Memorial Bird Boxes</b>										
Re	C&C106 Cemetery & Crematorium	Cem and Crem	Bird	Yes	£ 15.00	£ 15.00	£ -	0.00%		
Re	C&C107 Cemetery & Crematorium	Cem and Crem	Bat	Yes	£ 35.00	£ 35.00	£ -	0.00%		
Re	C&C108 Cemetery & Crematorium	Cem and Crem	Owl	Yes	£ 60.00	£ 60.00	£ -	0.00%		
Re	C&C109 Cemetery & Crematorium	Cem and Crem	Tawny Owl	Yes	£ 120.00	£ 120.00	£ -	0.00%		
Re	C&C110 Cemetery & Crematorium	Cem and Crem	Bird (with memorial plaque)	Yes	£ 25.00	£ 25.00	£ -	0.00%		
Re	C&C111 Cemetery & Crematorium	Cem and Crem	Bat (with memorial plaque)	Yes	£ 45.00	£ 45.00	£ -	0.00%		
Re	C&C112 Cemetery & Crematorium	Cem and Crem	Owl (with memorial plaque)	Yes	£ 70.00	£ 70.00	£ -	0.00%		
Re	C&C113 Cemetery & Crematorium	Cem and Crem	Tawny Owl (with memorial plaque)	Yes	£ 130.00	£ 130.00	£ -	0.00%		
<b>New Memorials</b>										
Re	C&C114 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (plus annual fee) (includes 1st standard inscription)	Yes	£ 660.00	£ 660.00	£ -	0.00%		
Re	C&C115 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£ 66.00	£ 66.00	£ -	0.00%		
Re	C&C116 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (5 year lease) (includes 1st standard inscription)	Yes	£ 833.00	£ 833.00	£ -	0.00%		
Re	C&C117 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (10 year lease) (includes 1st standard inscription)	Yes	£ 1,080.00	£ 1,080.00	£ -	0.00%		
Re	C&C118 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (15 year lease) (includes 1st standard inscription)	Yes	£ 1,250.00	£ 1,250.00	£ -	0.00%		
Re	C&C119 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (20 year lease) (includes 1st standard inscription)	Yes	£ 1,500.00	£ 1,500.00	£ -	0.00%		
Re	C&C120 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (30 year lease) (includes 1st standard inscription)	Yes	£ 2,000.00	£ 2,000.00	£ -	0.00%		

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C121 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (50 year lease) (includes 1st standard inscription)	Yes	£ 2,916.00	£ 2,916.00	£ -	0.00%		
Re	C&C122 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 150.00	£ 150.00	£ -	0.00%		
Re	C&C123 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C124 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£ 250.00	£ 250.00	£ -	0.00%		
Re	C&C125 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (plus annual fee) (includes 1st standard inscription)	Yes	£ 660.00	£ 660.00	£ -	0.00%		
Re	C&C126 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£ 66.00	£ 66.00	£ -	0.00%		
Re	C&C127 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (5 year lease) (includes 1st standard inscription)	Yes	£ 833.00	£ 833.00	£ -	0.00%		
Re	C&C128 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (10 year lease) (includes 1st standard inscription)	Yes	£ 1,080.00	£ 1,080.00	£ -	0.00%		
Re	C&C129 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (15 year lease) (includes 1st standard inscription)	Yes	£ 1,250.00	£ 1,250.00	£ -	0.00%		
Re	C&C130 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (20 year lease) (includes 1st standard inscription)	Yes	£ 1,500.00	£ 1,500.00	£ -	0.00%		
Re	C&C131 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (30 year lease) (includes 1st standard inscription)	Yes	£ 2,000.00	£ 2,000.00	£ -	0.00%		
Re	C&C132 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (50 year lease) (includes 1st standard inscription)	Yes	£ 2,916.00	£ 2,916.00	£ -	0.00%		
Re	C&C133 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 150.00	£ 150.00	£ -	0.00%		
Re	C&C134 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C135 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£ 250.00	£ 250.00	£ -	0.00%		
Re	C&C136 Cemetery & Crematorium	Cem and Crem	Single vase block (10 Year lease) (includes 1 standard inscription)	Yes	£ 375.00	£ 375.00	£ -	0.00%		
Re	C&C137 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 75.00	£ 75.00	£ -	0.00%		
Re	C&C138 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C139 Cemetery & Crematorium	Cem and Crem	Memorial barbian plaque (10 Year lease) (includes 1 standard inscription)	Yes	£ 375.00	£ 375.00	£ -	0.00%		
Re	C&C140 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 75.00	£ 75.00	£ -	0.00%		
Re	C&C141 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C142 Cemetery & Crematorium	Cem and Crem	Additional memorials from catalogue	Yes	Price on application	Price on application				

Environmental Health and Cem & Crem Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C143 Cemetery & Crematorium	Cem and Crem	Lease renewal	Yes	75% of the current new lease price	75% of the current new lease price				
<b>Spring bulbs to be planted by cemetery staff</b>										
Re	C&C144 Cemetery & Crematorium	Cem and Crem	Crocus (15 bulbs)	Yes	£ 8.33	£ 8.33	£ -	0.00%		
Re	C&C145 Cemetery & Crematorium	Cem and Crem	Crocus (50 bulbs)	Yes	£ 25.00	£ 25.00	£ -	0.00%		
Re	C&C146 Cemetery & Crematorium	Cem and Crem	Crocus (100 bulbs)	Yes	£ 41.66	£ 41.66	£ -	0.00%		
Re	C&C147 Cemetery & Crematorium	Cem and Crem	Crocus (200 bulbs)	Yes	£ 66.66	£ 66.66	£ -	0.00%		
Re	C&C148 Cemetery & Crematorium	Cem and Crem	Dafodill (15 bulbs)	Yes	£ 12.50	£ 12.50	£ -	0.00%		
Re	C&C149 Cemetery & Crematorium	Cem and Crem	Dafodill (50 bulbs)	Yes	£ 33.33	£ 33.33	£ -	0.00%		
Re	C&C150 Cemetery & Crematorium	Cem and Crem	Dafodill (100 bulbs)	Yes	£ 58.33	£ 58.33	£ -	0.00%		
Re	C&C151 Cemetery & Crematorium	Cem and Crem	Dafodill (200 bulbs)	Yes	£ 100.00	£ 100.00	£ -	0.00%		
Re	C&C152 Cemetery & Crematorium	Cem and Crem	Tulip (15 bulbs)	Yes	£ 8.33	£ 8.33	£ -	0.00%		
Re	C&C153 Cemetery & Crematorium	Cem and Crem	Tulip (50 bulbs)	Yes	£ 25.00	£ 25.00	£ -	0.00%		
Re	C&C154 Cemetery & Crematorium	Cem and Crem	Tulip (100 bulbs)	Yes	£ 41.66	£ 41.66	£ -	0.00%		
Re	C&C155 Cemetery & Crematorium	Cem and Crem	Tulip (200 bulbs)	Yes	£ 66.66	£ 66.66	£ -	0.00%		
Re	C&C156 Cemetery & Crematorium	Cem and Crem	Other varieties can be purchased	Yes	Price on application	Price on application				

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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%		
Children Centres	Parkfield child care		Age 3-4	Per Child Per Hour	£ 5.87	£ 5.87	£ -	0.00%		
Children Centres	Meals		Children Centre - Parkfield	Per Child Per Hour	£ 2.31	£ 2.31	£ -	0.00%		
Children Centres	Wingfield child care		Age 2	Per Child Per Hour	£ 5.97	£ 5.97	£ -	0.00%		
Children Centres	Wingfield child care		Age 3-4	Per Child Per Hour	£ 5.71	£ 5.71	£ -	0.00%		
Children Centres	Meals		Children Centre - Wingfield	Per Child Per Hour	£ 2.14	£ 2.14	£ -	0.00%		
Children Centres	Newstead Child care		Age 2	Per Child Per Hour	£ 6.38	£ 6.38	£ -	0.00%		
Children Centres	Newstead Child care		Age 3-4	Per Child Per Hour	£ 6.24	£ 6.24	£ -	0.00%		
Children Centres	Meals		Children Centre - Newstead	Per Child Per Hour	£ 2.14	£ 2.14	£ -	0.00%		
Youth services	Holiday Programmes		Taster / Entry Activity	Per Day	£ 5.00	£ 5.00	£ -	0.00%		
Youth services	Holiday Programmes		Taster / Entry Activity	Half Day	£ 3.00	£ 3.00	£ -	0.00%		
Youth services	Holiday Programmes		Generic Activity	Per Day	£ 10.00	£ 10.00	£ -	0.00%		
Youth services	Holiday Programmes		Generic Activity	Half Day	£ 6.00	£ 6.00	£ -	0.00%		
Youth services	Holiday Programmes		Specialised Activity	Per Day	£ 16.00	£ 16.00	£ -	0.00%		
Youth services	Holiday Programmes		Specialised Activity	Half Day	£ 9.00	£ 9.00	£ -	0.00%		
Youth services	Duke of Edinburgh		Bronze Award Enrolment Fee	Per Award	£ 25.00	£ 25.00	£ -	0.00%		
Youth services	Duke of Edinburgh		Silver Award Enrolment Fee	Per Award	£ 25.00	£ 30.00	£ 5.00	20.00%		Fee increased in order to cover costs

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Youth services	Duke of Edinburgh		Gold Award Enrolment Fee	Per Award	£ 32.00	£ 35.00	£ 3.00	9.38%		Fee increased in order to cover costs
Youth services	Equipment		Catering E.G.Whisk, Saucepans Etc	Per Item	£ 1.20	£ 1.20	£ -	0.00%		
Youth services	Equipment		Catering E.G. Professional Gas Bbq		£ 85.00	£ 85.00	£ -	0.00%		
Youth services	Equipment		Dofe E.G. Compass, Survival Bags, Waterproofs	Per Item	£ 4.00	£ 4.00	£ -	0.00%		
Youth services	Equipment		Dofe E.G. Expedition Packs		£ 15.00	£ 15.00	£ -	0.00%		
Youth services	Equipment		Gardening E.G.Water Cans	Per Item	£ 0.50	£ 0.50	£ -	0.00%		
Youth services	Equipment		Gardening E.G. Mowers		£ 50.00	£ 50.00	£ -	0.00%		
Youth services	Equipment		Hair & Beauty E.G.Stools	Per Item	£ 10.00	£ 10.00	£ -	0.00%		
Youth services	Equipment		Hair & Beauty E.G Couch, Nail Bars		£ 45.00	£ 45.00	£ -	0.00%		
Youth services	Equipment		Marquees & Shelter E.G. Gazebos	Per Item	£ 28.00	£ 28.00	£ -	0.00%		
Youth services	Equipment		Marquees & Shelter E.G. Inflatable Marquees		£ 63.00	£ 63.00	£ -	0.00%		
Youth services	Equipment		Media E.G. Lcd Monitors	Per Item	£ 8.00	£ 8.00	£ -	0.00%		
Youth services	Equipment		Media E.G. Film Making Kits		£ 350.00	£ 350.00	£ -	0.00%		
Youth services	Equipment		Music E.G Headphones	Per Item	£ 1.50	£ 1.50	£ -	0.00%		
Youth services	Equipment		Music E.G. Keyboards		£ 45.00	£ 45.00	£ -	0.00%		
Youth services	Equipment		Outdoor Education E.G.Camping Chairs	Per Item	£ 1.20	£ 1.20	£ -	0.00%		
Youth services	Equipment		Outdoor Education E.G.Inflatable Assault Courses		£ 800.00	£ 800.00	£ -	0.00%		
Youth services	Equipment		Photography E.G.Sd Cards	Per Item	£ 1.50	£ 1.50	£ -	0.00%		
Youth services	Equipment		Photography E.G. Digital Cameras		£ 38.00	£ 38.00	£ -	0.00%		
Youth services	Equipment		Sport E.G. Sport Bibs	Per Item	£ 1.00	£ 1.00	£ -	0.00%		
Youth services	Equipment		Sport E.G. Table Tennins Table		£ 90.00	£ 90.00	£ -	0.00%		
Youth services	Equipment		Staging & Theatre E.G. Extension Leads	Per Item	£ 4.00	£ 4.00	£ -	0.00%		
Youth services	Equipment		Staging & Theatre E.G. Stage System		£ 220.00	£ 220.00	£ -	0.00%		
Play Team charges	Out of school provision		After school provision	Per session	£ 6.12	£ 6.12	£ -	0.00%		
Play Team charges	Holiday programmes		Holiday Schemes	Per day	£ 18.36	£ 18.36	£ -	0.00%		

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Play Team charges	Holiday programmes		Holiday Schemes - Siblings charge	Per day	£ 14.79	£ 14.79	£ -	0.00%		
Play Team charges	Holiday programmes		Holiday schemes including aftercare	Per day	£ 22.95	£ 22.95	£ -	0.00%		
Play Team charges	Holiday programmes		Holiday Schemes including aftercare - Siblings charge	Per day	£ 19.38	£ 19.38	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekday - Contact supervisor (min time period 3 hours)	Per hour	£ 28.90	£ 28.90	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekend - Contact supervisor (min time period 3 hours)	Per hour	£ 43.50	£ 43.50	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekday - A room hire only	Per hour	£ 23.20	£ 23.20	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekend - A room hire only	Per hour	£ 34.70	£ 34.70	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Black & white A4	per sheet	£ 0.10	£ 0.20	£ 0.10	100.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Colour A4	per sheet	£ 0.50	£ 0.80	£ 0.30	60.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.



# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Black & white A 3	per sheet	£ 0.15	£ 0.30	£ 0.15	100.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Colour A3	per sheet	£ 0.75	£ 1.20	£ 0.45	60.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.
Library Service fees and charges (not amended in libraries Review)	Advertising space		This charge will be levied for advertising space in library activity booklets/ publicity	A5 page per 3 months	£ -	£ 300.00	£ 300.00		New charge	in 2019 the Library Service will be delivering a year of Learning. For this we will be producing a booklet of all the activities being delivered. We would like to sell advertising space in this booklet.
Library Service fees and charges (not amended in libraries Review)	Lost Library card		This charge is levied where a replacement library card is issued	per card (adults)	£ 2.00	£ 2.00	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Lost Library card		This charge is levied where a replacement library card is issued	per card (child/ concessions)	£ 1.00	£ 1.00	£ -	0.00%		

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries Review)	DVD hire		This charge is levied for the loan of DVDs	per DVD, per week	£ 1.60	£ 1.60	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A6 advert per week	£ 1.00	£ 1.00	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A5 advert per week	£ 1.50	£ 1.50	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A4 advert per week	£ 2.50	£ 2.50	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Small room (capacity 6-15) per hour in library opening hours	£7-10	£7-10	£ -	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Small room (capacity 6-15) per hour outside library opening hours	£ 25.50	£ 25.50	£ -	0.00%	Out of library opening hours.	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour in library opening hours	£10-15	£10-15	£ -	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour outside library opening hours	£ 25.50	£ 25.50	£ -	0.00%	Out of library opening hours.	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour in library opening hours	£20-30	£20-30	£ -	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour outside library opening hours	£ 45.50	£ 45.50	£ -	0.00%	Out of library opening hours	
Library Service fees and charges (not amended in libraries Review)	Library Service fees and charges (not amended in libraries Review)		This charge is levied for the use of display cabinets and windows in libraries	per cabinet/ window per week - external	£ 25.00	£ 25.00	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Library Service fees and charges (not amended in libraries Review)		This charge is levied for the use of display cabinets and windows in libraries	per cabinet/ window per week - internal	£ 20.00	£ 20.00	£ -	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%		
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%		

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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	£ 1.00	£ 1.00	£ -	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	£ 1.00	£ 1.00	£ -	0.00%		
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	£ -	£ -	£ -	0.00%		
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					
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%		
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 £21	£ -	0.00%		

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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	£ 75.00	£ 75.00	£ -	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	£ 400.00	£ 400.00	£ -	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	£ 75.00	£ 75.00	£ -	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)	£ -	0.00%		
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	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores for all choirs		Courier delivery charge for direct delivery	Per box	£ 5.00	£ 5.00	£ -	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	£ 10.00	£ 10.00	£ -	0.00%		

# Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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	£ -	0.00%		
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)	£ -	0.00%		
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	£ -	0.00%		
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	£ 12.00	£ 12.00	£ -	0.00%		

# Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC1	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 660 Litre bin including delivery. The bin remains property of the Council	Per Bin	£312.55	£328.18	£15.63	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC2	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Lid for 940 ltr bin	Per Bin	£72.96	£76.61	£3.65	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC3	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 1100 litre bin including delivery. The bin remains property of the Council	Per Bin	£455.43	£478.20	£22.77	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC4	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Replacement 1100 ltr lid	Per Lid	£72.96	£76.61	£3.65	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC5	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Second or more annual garden bin subscription	Per Bin per year	New Charge	£70.00	New Charge		To cover additional cost of collection of multiple bins (beyond the first free one). From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC6	Commercial Waste - Refuse Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£829.40	New Charge		Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2019	s45(4) of the Environmental Protection Act 1990
SC7	Commercial Waste - Refuse Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£470.77	£517.40	£46.63	9.91%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC8	Commercial Waste - Refuse Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	New Charge	£985.40	New Charge		Higher charge for customers with heavy bins who need 660L for access reasons. From January 2019	s45(4) of the Environmental Protection Act 1990
SC9	Commercial Waste - Refuse Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£1,297.40	New Charge		Higher charge for customers with heavier bins to 150Kg maximum . From January 2019	s45(4) of the Environmental Protection Act 1990
SC10	Commercial Waste - Recycling Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£621.40	New Charge		Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2019	s45(4) of the Environmental Protection Act 1990

# Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC11	Commercial Waste - Recycling Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£249.00	£361.40	£112.40	45.14%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC12	Commercial Waste - Recycling Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£299.00	£465.40	£166.40	55.65%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC13	Commercial Waste - Recycling Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£499.00	£598.00	£99.00	19.84%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC14	Commercial Waste - Recycling Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	New Charge	£725.40	New Charge		Higher charge for customers with heavy bins who need 660L for access reasons. From January 2019	s45(4) of the Environmental Protection Act 1990
SC15	Commercial Waste - Recycling Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£881.40	New Charge		Higher charge for customers with heavier bins to 150Kg maximum (glass etc). From January 2019	s45(4) of the Environmental Protection Act 1990
SC16	Commercial Waste - Garden Waste	Street Scene Service Delivery	240 Litre Bins	Per container	New Charge	£413.40	New Charge		Service for businesses with gardens. From January 2019	s45(4) of the Environmental Protection Act 1990
SC17	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 52	£76.22	£82.94	£6.72	8.82%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC18	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 104	£76.22	£158.34	£82.12	107.74%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC19	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 52	£114.33	£128.70	£14.37	12.57%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990



**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC20	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 104	£114.33	£245.70	£131.37	114.90%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC21	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 208	£438.78	£468.00	£29.22	6.66%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC22	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 52	£61.80	£68.64	£6.84	11.07%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC23	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 104	£61.80	£131.04	£69.24	112.04%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC24	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 50	New Charge	£56.38	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC25	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 100	New Charge	£107.63	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC26	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 200	New Charge	£205.00	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC27	Commercial Bin Replacement	Street Scene Service Delivery	1100 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£325.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990
SC28	Commercial Bin Replacement	Street Scene Service Delivery	660 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£185.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990
SC29	Commercial Bin Replacement	Street Scene Service Delivery	360 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£65.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC30	Commercial Bin Replacement	Street Scene Service Delivery	240 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£40.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990
SC31	Commercial Bin Delivery or Collection	Street Scene Service Delivery	4 wheeled bin	Per bin	New Charge	£50.00	New Charge		New delivery charge for replacement bins. From January 2019	s47 of the Environmental Protection Act 1990
SC32	Commercial Bin Delivery or Collection	Street Scene Service Delivery	2 wheeled bin	Per bin	New Charge	£25.00	New Charge		New delivery charge for replacement bins. From January 2019	s47 of the Environmental Protection Act 1990
SC33	Event/Fete Bins delivery & collection from site	Street Scene Service Delivery	5 to 10 bins delivered & collected	Per event	New Charge	£300.00	New Charge		Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC34	Event/Fete Bins delivery & collection from site	Street Scene Service Delivery	Up to 5 bins delivered & collected	Per event	New Charge	£200.00	New Charge		Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC35	Commercial Waste - attend & empty first container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£77.58	£106.88	£29.30	37.77%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC36	Commercial Waste - each additional container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£29.21	£31.88	£2.67	9.14%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC37	Commercial Waste - attend & empty first container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£63.88	£94.13	£30.25	47.35%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC38	Commercial Waste - each additional container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£17.70	£19.13	£1.43	8.08%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC39	Commercial Waste - each additional container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£10.08	£12.75	£2.67	26.49%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990

# Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC40	Commercial Waste - attend & empty first container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£51.63	£84.56	£32.93	63.78%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC41	Commercial Waste - each additional container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£6.62	£9.57	£2.95	44.56%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC42	Commercial Waste - attend & empty first container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	New Charge	£98.91	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC43	Commercial Waste - each additional container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	£16.93	£23.91	£6.98	41.23%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC44	Commercial Waste - attend & empty first container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	New Charge	£89.34	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC45	Commercial Waste - each additional container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	£12.97	£14.34	£1.37	10.56%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC46	Commercial Waste - attend & empty first container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	New Charge	£84.56	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC47	Commercial Waste - each additional container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	£9.01	£9.57	£0.56	6.22%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC48	Commercial Waste - attend & empty first container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	New Charge	£82.17	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC49	Commercial Waste - each additional container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	New Charge	£8.27	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC50	Collection Only - attend & empty first container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	New Charge	£85.63	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC51	Collection Only - each additional container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	New Charge	£23.38	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC52	Collection Only - attend & empty first container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	New Charge	£81.38	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC53	Collection Only - each additional container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	New Charge	£14.03	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC54	Collection Only - attend & empty first container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	New Charge	£79.25	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC55	Collection Only - each additional container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	New Charge	£10.20	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC56	Collection Only - attend & empty first container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	New Charge	£78.19	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC57	Collection Only - each additional container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	New Charge	£7.87	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC58	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Weekly collection of up to a tonne of waste	Per annum	£8,597.32	£14,508.00	£5,910.68	68.75%	Charge calculated to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC59	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Overweight - only applied to weight after 1 tonne	Per tonne	New Charge	£120.00	New Charge		New - required to ensure full cost recovery. From January 2019	Controlled Waste (England & Wales) Regulations 2012

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC60	Collection Only - Compactor Skip	Street Scene Service Delivery	Collection only charge for additional collections	Per annum	£8,597.32	£12,948.00	£4,350.68	50.61%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC61	Barnet Allotments Skip	Street Scene Service Delivery	Collection of up to a tonne of green waste	Per skip	New Charge	£269.37	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC62	Barnet Allotments Skip	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	New Charge	£70.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC63	Barnet Allotments Skip	Street Scene Service Delivery	Contaminated - applied to complete load	Per tonne	New Charge	£50.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC64	Skip Charges - Internal Clients	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	New Charge	£80.00	New Charge		New - required to ensure full cost recovery. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC65	12 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - light/medium weights up to 1.5 tonnes	Per skip	New Charge	£350.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC66	8 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - medium/heavy materials up to 1.5 tonnes	Per skip	New Charge	£350.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC67	Skip Charges - External clients	Street Scene Service Delivery	Overweight - applied to weight after 1.5 tonnes	Per tonne	New Charge	£120.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC68	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Service Charge	Per hour	£49.42	£100.00	£50.58	102.35%	New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC69	Commercial Agreement Non-Payment	Street Scene Service Delivery	Stopped collections administration charge	Per process	New Charge	£50.00	New Charge		There is a significant administrative burden due to customer non-payment and costs need to be recovered. From January 2019	s45(4) of the Environmental Protection Act 1990

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC70	Commercial Agreement Non-Payment	Street Scene Service Delivery	Bin removal or bin return charge	Per action	New Charge	£50.00	New Charge		There is a significant burden due to customer non- payment and costs need to be recovered. From January 2019	s45(4) of the Environmental Protection Act 1990
SC71	Bin Maintenance - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per annum	New Charge	£91.25	New Charge		Cost recovery for the maintenance and replacement of supplied bins. From January 2019	s47 of the Environmental Protection Act 1990
SC72	Bin Maintenance - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per annum	New Charge	£62.05	New Charge		Cost recovery for the maintenance and replacement of supplied bins. From January 2019	s47 of the Environmental Protection Act 1990
SC73	Bin Washing Service - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per wash	New Charge	£20.00	New Charge		Charge for services provided at the customers request. From January 2019	s47 of the Environmental Protection Act 1990
SC74	Bin Washing Service - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per wash	New Charge	£10.00	New Charge		Charge for services provided at the customers request. From January 2019	s47 of the Environmental Protection Act 1990
SC75	Waste - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£276.92	£357.50	£80.58	29.10%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC76	Waste - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£326.39	£423.28	£96.89	29.69%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC77	Waste - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£454.03	£537.68	£83.65	18.42%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC78	Waste - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£556.98	£609.18	£52.20	9.37%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC79	Recycling - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£210.00	£343.77	£133.77	63.70%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC80	Recycling - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£238.28	£431.29	£193.01	81.00%	Charge adjusted to level appropriate to current service costs - use of 360s is ltd. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC81	Recycling - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£388.52	£496.50	£107.98	27.79%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC82	Recycling - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£487.67	£529.10	£41.43	8.50%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC83	Collection Only Food Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£178.00	£357.50	£179.50	100.84%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC84	Collection Only Garden waste	Street Scene Service Delivery	240 Litre Bins	Per container	New Charge	£357.50	New Charge		Service for non-commercial clients - This is a schedule 2 collection cost i.e for schools (not standard household). From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC85	Bin Maintenance & Repair Works	Street Scene Service Delivery	Priced work as required by the client (cost defined by time, resources and parts used)	Per hour / Per unit	New Charge	£75.00 per hour plus parts	New Charge		Charge for services provided at the customers request. The work required will be defined by the customers needs and priced in line with the costs of the (range of) services involved. From	S93 Local Government Act 2003
SC86	Recycling and Waste	Street Scene Service Delivery	Charge for 240 ltr black (refuse) bin including delivery. The bin remains property of the Council	Per Bin	£50.00	£51.40	£1.40	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011
SC87	Recycling and Waste	Street Scene Service Delivery	Charge for 240 ltr blue (dry recycling) bin including delivery.. The bin remains property of the Council	Per Bin	£35.00	£35.98	£0.98	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011
SC88	Recycling and Waste	Street Scene Service Delivery	Charge for additional 240 ltr blue (dry recycling) bin including delivery. The bin remains property of the Council	Per Bin	£50.00	£51.40	£1.40	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011
SC89	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr green (garden) bin including delivery. The bin remains property of the Council	Per Bin	£50.00	£51.40	£1.40	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC90	Communcial Collection/Flats recycling bins	Street Scene Service Delivery	Frame for flats recycling bins	Per frame	£529.50	£544.33	£14.83	2.80%		Section 3 of the Localism Act 2011
SC91	Clinical waste collection	Street Scene Service Delivery	Individual user in own home (per bag, sharp or box)	Per unit collected	Free	Free	Free	0.00%	No Change	Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC92	Clinical waste collection	Street Scene Service Delivery	Residential care homes or similar (per bag, sharps or box)	Per unit collected	£32.51	£33.42	£0.91	2.80%		Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC93	Removal of dead domestic animals (private dwellings)	Street Scene Service Delivery	Charge for removal	Per animal	£60.61	£62.31	£1.70	2.80%		Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC94	Graffiti removal	Street Scene Service Delivery	Charge for 1st square metre	Per area	£60.61	£62.31	£1.70	2.80%		Section 3 of the Localism Act 2011
SC95	Graffiti removal	Street Scene Service Delivery	Charge for each additional square metre	Per area	£71.28	£73.28	£2.00	2.81%		Section 3 of the Localism Act 2011
SC96	Commercial Waste - Refuse Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£404.32	£413.40	£9.08	2.25%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC97	Commercial Waste - Refuse Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£725.81	£754.00	£28.19	3.88%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC98	Commercial Waste - Refuse Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£981.63	£995.80	£14.17	1.44%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC99	Commercial Waste - Recycling Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£699.00	£725.40	£26.40	3.78%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990



**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC100	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 208	£292.52	£301.60	£9.08	3.10%	Charge adjusted to level appropriate to current service costs	s47 of the Environmental Protection Act 1990
SC101	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 208	£241.02	£249.60	£8.58	3.56%	Charge adjusted to level appropriate to current service costs	s47 of the Environmental Protection Act 1990
SC102	Commercial Waste - attend & empty first container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£54.89	£87.75	£32.86	59.87%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC103	Skip Charges - Internal Clients	Street Scene Service Delivery	Charge for single occasion (open skip)	Per skip	£269.37	£269.37	£0.00	0.00%	Required to ensure full cost recovery and offer a competitive service charge	s45(4) of the Environmental Protection Act 1990
SC104	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Disposal costs	Per tonne	£118.03	£120.00	£1.97	1.67%	Required to ensure full cost recovery and offer a competitive service charge	s45(4) of the Environmental Protection Act 1990
SC105	Commercial Agreement Administration	Street Scene Service Delivery	Customer initiated activity (account changes)	Per process	£25.00	£25.00	£0.00	0.00%	No Change	s45(4) of the Environmental Protection Act 1990
SC106	Commercial Agreement Administration	Street Scene Service Delivery	Contract termination charge (un-notified)	Per process	10% of annual service costs	10% of annual service costs	£0.00		No Change	s45(4) of the Environmental Protection Act 1990
SC107	Bulky & electrical items collection (Domestic)	Street Scene Service Delivery	Prepaid charge for removal of up to 3 non electrical items of rubbish or furniture (an additional £10 for each subsequent item up to a maximum of 10 items)	Up to 3 items	£35 up to £105	£35 up to £105	£0.00		No Change	Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC108	Bulky & electrical items collection (Domestic)	Street Scene Service Delivery	An additional item - up to 10	Per additional item	£10.00	£10.00	£0.00	0.00%	No Change	Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 1 Highways	Highways	Unlicensed Skip found on the highway	Each	£ 302.00	£ 302.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 2 Highways	Highways	Traffic sensitive site inspection charge Skips	Each	£ 60.00	£ 60.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 3 Highways	Highways	Licence to erect or retain on or over a highway any scaffolding or other structure	Each	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 4 Highways	Highways	Licence to erect a hoarding or fence and site inspections to monitor compliance	Each	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 5 Highways	Highways	Licence to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 6 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	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 7 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	£ 417.00	£ 417.00	£ -	0.00%	2019/20 to be subject to future DRP	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 8 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	£ 144.00	£ 144.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 9 Highways	Highways	Rechargeable construction Works - Vehicle Crossovers, Street Lighting, Highway Construction, Sign supply and installation etc.	Each	£ 242.00	£ 242.00	£ -	0.00%	2019/20 to be subject to future DRP	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 10 Highways	Highways	Vehicle Crossover White Line Re-marking existing faded lines	Each	£ 119.00	£ 119.00	£ -	0.00%	2019/20 to be subject to future DRP	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Re	HW 11 Highways	Highways	Section 50 Street works licence	Per licence	£ 521.00	£ 521.00	£ -	0.00%	2019/20 to be subject to future DRP	

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 12 Highways	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	£ 232.00	£ 232.00	£ -	0.00%	2019/20 to be subject to future DRP	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 13 Highways	Highways	Memorial Seat/bench, up to 6ft in length, Including on-going care for 10 years.	Each Bench	£144 + £1,056 for cost of bench + £136 for cost of plaque if required	£144 + £1,056 for cost of bench + £136 for cost of plaque if required	£ -	0.00%	2019/20 to be subject to future DRP	To be consistent with Hendon Cemetery
Re	HW 14 Highways	Highways	Type 1 Bronze Plaque	Each	£ 187.00	£ 187.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 15 Highways	Highways	Type 2 Bronze Plaque	Each	£ 187.00	£ 187.00	£ -	0.00%	2019/20 to be subject to future DRP	
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	£ 605.00	£ 605.00	£ -	0.00%	2019/20 to be subject to future DRP	
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.	£ 130.00	£ 130.00	£ -	0.00%	2019/20 to be subject to future DRP	
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.	£ 202.00	£ 202.00	£ -	0.00%	2019/20 to be subject to future DRP	
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	£ 2,022.00	£ 2,022.00	£ -	0.00%	2019/20 to be subject to future DRP	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

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
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	£ 218.00	£ 218.00	£ -	0.00%	2019/20 to be subject to future DRP	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.	£ 130.00	£ 130.00	£ -	0.00%	2019/20 to be subject to future DRP	£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.	£ 202.00	£ 202.00	£ -	0.00%	2019/20 to be subject to future DRP	£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%			2019/20 to be subject to future DRP	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.
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	£ 3,027.00	£ 3,027.00	£ -	0.00%	2019/20 to be subject to future DRP	Under section 184 of the Highways Act 1980, the charges relate to each access created or closed.

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
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	£ 3,792.00	£ 3,792.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£ 4,950.00	£ 4,950.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£ 7,780.00	£ 7,780.00	£ -	0.00%	2019/20 to be subject to future DRP	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.

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 28 Highways	Highways	Processing of Notification for Transport for London approval under TMA 2004	Each	£ 3,792.00	£ 3,792.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£ 178.00	£ 178.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£ 551.00	£ 551.00	£ -	0.00%	2019/20 to be subject to future DRP	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 31 Highways	Highways	Deposit related to an application to erect a hoarding or fence and site inspections to monitor compliance	Each	£ 551.00	£ 551.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£ 551.00	£ 551.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£242 excluding deposit	£242 excluding deposit			2019/20 to be subject to future DRP	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	£ 193.00	£ 193.00	£ -	0.00%	2019/20 to be subject to future DRP	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.

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 35 Highways	Highways	Vehicle Crossover White Line - Process Application	Each	£ 154.00	£ 154.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£ 170.00	£ 170.00	£ -	0.00%	2019/20 to be subject to future DRP	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	£ 289.00	£ 289.00	£ -	0.00%	2019/20 to be subject to future DRP	£0.00
Re	HW 38 Highways	Highways	Licence to place skip on the highway	Each	£27 per week with a £54 minimum	£27 per week with a £54 minimum	£ -	0.00%	2019/20 to be subject to future DRP	Minimum of two weeks will apply
Re	HW 39 Highways	Highways	Renewal for expired skip licence	Each	£27 per week with a £54 minimum	£27 per week with a £54 minimum	£ -	0.00%	2019/20 to be subject to future DRP	Minimum of two weeks will apply
Re	HW 40 Highways	Highways	Watercourse Consent	Each	£ 50.00	£ 50.00	£ -	0.00%	Statutory provisions restrict this charge to £50.00	£0.00
Re	HW 41 Highways	Highways	Private Street Name Plate - Quote and Specification Fee	Each	£ 289.00	£ 289.00	£ -	0.00%	2019/20 to be subject to future DRP	£0.00
Re	HW 42 Rechargeable Works	Highways	Approval to carry out a traffic count on borough roads	Each	£ 325.00	£ 325.00	£ -	0.00%	2019/20 to be subject to future DRP	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 43 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	£ 4,003.00	£ 4,003.00	£ -	0.00%	2019/20 to be subject to future DRP	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 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 44 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	£ 2,043.00	£ 2,043.00	£ -	0.00%	2019/20 to be subject to future DRP	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	HW45 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	£ 1,676.00	£ 1,676.00	£ -	0.00%	2019/20 to be subject to future DRP	Used in urgent/emergency situations.
Re	HW 46 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	£ 347.00	£ 347.00	£ -	0.00%	2019/20 to be subject to future DRP	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 47 Rechargeable Works	Highways	Provide traffic flow data from automatic traffic counters or previously conducted manual counts	Each	£ 425.00	£ 425.00	£ -	0.00%	2019/20 to be subject to future DRP	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.



# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 48 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major PAA	per permit	£ 105.00	£ 105.00	£ -	0.00%	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 49 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major	per permit	£ 240.00	£ 240.00	£ -	0.00%	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 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 50 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Standard	per permit	£ 130.00	£ 130.00	£ -	0.00%	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 51 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Minor	per permit	£ 65.00	£ 65.00	£ -	0.00%	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 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 52 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Immediate	per permit	£ 60.00	£ 60.00	£ -	0.00%	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 53 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Permit Variation	per permit	£ 45.00	£ 45.00	£ -	0.00%	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 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 54 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major PAA	per permit	£ 75.00	£ 75.00	£ -	0.00%	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 55 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major	per permit	£ 150.00	£ 150.00	£ -	0.00%	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 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 56 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Standard	per permit	£ 75.00	£ 75.00	£ -	0.00%	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 57 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Minor	per permit	£ 45.00	£ 45.00	£ -	0.00%	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 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 58 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Immediate	per permit	£ 40.00	£ 40.00	£ -	0.00%	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 59 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Permit Variation	per permit	£ 35.00	£ 35.00	£ -	0.00%	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	Permit Scheme Fixed Penalty Notice for failure to apply for a permit before commencing works	Per failure	£ 500.00	£ 500.00	£ -	0.00%	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.

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 61 Rechargeable Works	Highways	Permit Scheme Fixed Penalty Notice for failure to comply with a permit condition	Per failure	£ 120.00	£ 120.00	£ -	0.00%	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.
Re	HW 62 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - material and depth failure	Per failure	£ 140.32	£ 140.32	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 63 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 1 layer	Per failure	£ 181.37	£ 181.37	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 64 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 2 layers	Per failure	£ 224.81	£ 224.81	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 65 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 3 layers	Per failure	£ 268.24	£ 268.24	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 66 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 4 layers	Per failure	£ 311.68	£ 311.68	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 67 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 on APEPT guidelines	Commuted sum rates calculated on APEPT guidelines				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 68 Rechargeable Works	Highways	Provide and place new salt bin, inc salt	Item	£ 368.00	£ 368.00	£ -	0.00%		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.

# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 69 Rechargeable Works	Highways	Replace damaged salt bin, inc salt refill	Item	£ 368.00	£ 368.00	£ -	0.00%		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 70 Rechargeable Works	Highways	Salt refill of bin	Item	£ 147.00	£ 147.00	£ -	0.00%		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 71 Rechargeable Works	Highways	Recover keys from road gully	Item	£ 291.00	£ 291.00	£ -	0.00%		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 72 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	£ 207.00	£ 207.00	£ -	0.00%	This is a fee to cover initial consideration including site inspection, consultations, estimate preparation and processing costs only. The cost of physical construction work will be a separate composite unit rate based on contractor's tendered rate plus 30% overhead costs to cover detailed design, drafting and advertising traffic order/notice(s), Supervision and admin costs.	Schedule 1 of SI.1998 No. 948 The Local Authorities (Transport Charges) Regulations 1998
Commissioning	Highways DLO and Street	Highways DLO	Supply of Grit bin complete with salt	Each	£ 350.00	£ 375.00	£ 25.00	7.14%	Service offered to organisations on request	Charge to start January 2019
Commissioning	Highways DLO and Street	Highways DLO	Refill Grit bin following individual request	Each		£ 226.80	£ 226.80		Service offered to organisations on request	Charge to start January 2019



# Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Commissioning	Highways DLO and Street	Highways DLO	Refill Grit bin as part of a bulk refill process	Each	£ 125.00	£ 145.00	£ 20.00	16.00%	Service offered to organisations on request	Charge to start January 2019
Commissioning	Highways DLO and Street Lighting	Street Lighting	Install a banner on a Street Light Column	Each		£100 to £200			Charge applicable to attaching a banner with dual bracket arm to a lighting column	The cost only includes the installation of the banner by our contractor and the administration and contract

2018/19 (Current)							2019/20 Proposed																				
Activities	Adult Non Member	FAB Card Adult	FAB Card Adult Concession	Jnr Non Mem	FAB Card Jnr	FAB Card Jnr Concession	Adult Non Member BR	Adult Non Member	£ Increase	% Increase	FAB Card Adult	£ Increase	% Increase	FAB Card Adult Con	£ Increase	% Increase	Jnr Non Mem	£ Increase	% Increase	FAB Card Jnr	£ Increase	% Increase	FAB Card Jnr Con	£ Increase	% Increase		
Casual Swim - all sessions	£6.65	£4.65	£2.85	£4.10	£2.75	£2.05																					
Tots Water World	£7.85	£5.40	£3.90																								
<b>Health &amp; Fitness</b>																											
Fitness Induction - (All Centres)		£32.50	£16.95		£17.00	£12.10					£33.25	£0.75	2.3%	£17.30	£0.35	2.1%				£17.35	£0.35	2.1%	£12.35	£0.25	2.1%		
Fitness induction and Programme - (All Centres)		£40.00	£20.80		£19.95	£14.25					£40.95	£0.95	2.4%	£21.25	£0.45	2.2%				£20.40	£0.45	2.3%	£14.55	£0.30	2.1%		
Casual Gym (All Centres)		£8.75	£4.45		£4.45	£3.10					£8.95	£0.20	2.3%	£4.55	£0.10	2.2%				£4.55	£0.10	2.2%	£3.15	£0.05	1.6%		
Group Exercise Class (All Centres)	£12.10	£8.65	£4.45																								
Water Aerobics Class (1 hr) all centres	£10.10	£7.10	£4.35																								
<b>Racket Sports</b>																											
Table Tennis - per table	£11.90	£8.35	£6.15	£7.65	£6.15	£3.80																					
Badminton - per court	£17.80	£12.30	£9.45	£9.40	£6.40	£4.65																					
Tennis - 1 hour per court	£9.20	£6.20	£4.50	£4.65	£3.15	£2.20																					
<b>Courses</b>																											
Gymnastics 1 hour - Hendon only					£7.85	£5.50															£8.00	£0.15	1.9%	£5.60	£0.10	1.8%	
Gymnastics 1 hour					£6.40	£4.80															£6.55	£0.15	2.3%	£4.90	£0.10	2.1%	
Football 1 hour					£6.80	£4.90															£6.95	£0.15	2.2%	£5.00	£0.10	2.0%	
Badminton 1 hour					£6.80	£4.90															£6.95	£0.15	2.2%	£5.00	£0.10	2.0%	
Trampoline 1 hour - Hendon only					£7.85	£5.50															£8.00	£0.15	1.9%	£5.60	£0.10	1.8%	
Tennis 1 hour					£8.55	£6.00															£8.75	£0.20	2.3%	£6.10	£0.10	1.7%	
Pilates 1 hour		£8.65	£6.65								£8.85	£0.20	2.3%	£6.80	£0.15	2.3%											
Swimming 30 mins		£7.15	£5.00		£7.10	£4.95					£7.30	£0.15	2.1%	£5.10	£0.10	2.0%				£7.25	£0.15	2.1%	£5.05	£0.10	2.0%		
Swimming 45 mins		£7.40	£5.20		£7.30	£5.00					£7.55	£0.15	2.0%	£5.30	£0.10	1.9%				£7.45	£0.15	2.1%	£5.10	£0.10	2.0%		
<b>Drop In Sessions</b>																											
Gymnastics Session - Adults	£13.75	£9.40	£6.90																								
Burnt Oak - Floodlit artificial (5-a-side) 1hr		£45.00	£22.50								£46.10	£1.10	2.4%	£23.05	£0.55	2.4%											
Burnt Oak - Floodlit artificial (7-a-side) 1hr		£65.00	£37.50								£66.55	£1.55	2.4%	£38.40	£0.90	2.4%											
Burnt Oak - Grass Pitch (junior) 7-a-side		£28.95									£29.65	£0.70	2.4%														
Burnt Oak - Grass Pitch (junior) 11-a-side		£37.65									£38.55	£0.90	2.4%														
Toddlers' World sibling price at Burnt Oak				£2.25	£2.25	£2.25											£2.30	£0.05	2.2%	£2.30	£0.05	2.2%	£2.30	£0.05	2.2%		
Toddlers' World standard price at Burnt Oak (first child)				£5.80	£4.15	£2.85											£5.90	£0.10	1.7%	£4.20	£0.05	1.2%	£2.90	£0.05	1.8%		
Toddlers World (Hendon)				£5.95	£4.30	£3.00											£6.05	£0.10	1.7%	£4.40	£0.10	2.3%	£3.05	£0.05	1.7%		
<b>Birthday Parties</b>																											
Burnt Oak	£173.00																										
Copthall	£173.00																										
Church Farm	£157.00																										
Finchley Lido	£169.00																										
<b>Badminton Club - Adult</b>																											
Burnt Oak	£5.30	£3.45	£1.60																								
<b>Creche</b>																											
Burnt Oak		£4.20	£3.40								£4.25	£0.05	1.2%	£3.45	£0.05	1.5%											
<b>Sauna</b>																											
Finchley Lido	£11.50	£8.00	£4.25																								
<b>Barnet Training Scheme</b>																											
Seniors	£81.60																										
Age Group				£73.60													£75.35	£1.75	2.4%								
Junior Age				£60.60													£62.05	£1.45	2.4%								
Preliminary				£49.05													£50.25	£1.20	2.4%								
Sharks - £44.30				£45.30													£46.40	£1.10	2.4%								
Senior Club - £44.30	£45.30																										
Masters - £56.80	£58.10																										
Masters 60+ - £43.70	£44.70																										

2018/19 (Current)							2019/20 Proposed																								
Activities	Adult Non Member	FAB Card Adult	FAB Card Adult Concession	Jnr Non Mem	FAB Card Jnr	FAB Card Jnr Concession	Adult Non Member BR	Adult Non Member	£ Increase	% Increase	FAB Card Adult	£ Increase	% Increase	FAB Card Adult Con	£ Increase	% Increase	Jnr Non Mem	£ Increase	% Increase	FAB Card Jnr	£ Increase	% Increase	FAB Card Jnr Con	£ Increase	% Increase						
Dolphins - £37.65				£38.50													£39.40	£0.90	2.3%												
Stingray - £29.60				£30.30													£31.00	£0.70	2.3%												
Junior Club - £37.65				£38.50													£39.40	£0.90	2.3%												
Diving Seniors - £88.85				£90.90													£93.10	£2.20	2.4%												
Diving Int - £69.15				£70.75													£72.45	£1.70	2.4%												
Diving Junior - £49.30				£50.45													£51.65	£1.20	2.4%												

		2yr old fee paying	2yr old free entitlement	3yr old free entitlement	3yr old full fee paying
<b>Nursery</b>	0-2				
Half a day	£36.00	£34.00			£32.00
Full day	£66.00	£64.00			£62.00
Additional hours to free entitlement (per hour)			£6.00	£5.44	

	£ Increase	% Increase	2yr old fee paying	£ Increase	% Increase	2yr old free entitlement	£ Increase	% Increase	3yr old free entitlement	£ Increase	% Increase	3yr old full fee paying	£ Increase	% Increase
0-2														
£36.00	£0.00	0.0%	£34.00	£0.00	0%							£32.00	£0.00	0%
£66.00	£0.00	0%	£64.00	£0.00	0%							£62.00	£0.00	0%
						£6.00	£0.00	0%	5.44	£0.00	0%			

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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	£ 43.00	£ 44.25	£ 1.25	2.91%	Available online. Increase by inflation	
Re	PL 2 Planning Policy Publications	Planning	(for residents only)	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Available online. Increase by inflation	
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)	£ 36.00	£ 37.00	£ 1.00	2.78%	Inflationary increase	
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)	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	
Re	PL 5 Planning Conservation Publications	Planning	Statutory List of Buildings of special architectural or historic interest	Each	£ 44.00	£ 45.30	£ 1.30	2.95%	Available online. Increase by inflation	
Re	PL 6 Planning Conservation Publications	Planning	(for residents only)	Each	£ 23.50	£ 24.20	£ 0.70	2.98%	Available online. Increase by inflation	
Re	PL 7 Planning Conservation Publications	Planning	Schedule of Building of local or historic interest	Each	£ 37.00	£ 38.00	£ 1.00	2.70%	Available online. Increase by inflation	
Re	PL 8 Planning Conservation Publications	Planning	(for residents only)	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Available online. Increase by inflation	
Re	PL 9 Planning Conservation Publications	Planning	Statutory List extracts	Each	£ 23.00	£ 23.70	£ 0.70	3.04%	Inflationary increase	
Re	PL 10 Planning Conservation Publications	Planning	One building per extra copy	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	
Re	PL 11 Planning Conservation Publications	Planning	Article 4 Directions per area	Each	£ 34.00	£ 35.00	£ 1.00	2.94%	Inflationary increase	
Re	PL 12 Planning Conservation Publications	Planning	Conservation Area Maps	Each	£ 43.00	£ 44.30	£ 1.30	3.02%	Inflationary increase	
Re	PL 13 Planning Conservation Publications	Planning	(for residents only)	Each	£ 24.00	£ 24.70	£ 0.70	2.92%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 14 Planning Development Control Documents	Planning	Copies of Planning Decisions	Each	£ 31.00	£ 31.90	£ 0.90	2.90%	Inflationary increase	
Re	PL 15 Planning Development Control Documents	Planning	Copies of Enforcement Notices	Each	£ 31.00	£ 31.90	£ 0.90	2.90%	Inflationary increase	
Re	PL 16 Planning Development Control Documents	Planning	Weekly list of Planning applications per area by email	Each	Free	Free			No change	
Re	PL 17 Planning Development Control Documents	Planning	Tree Preservation Order Document	Full Each	£ 30.00	£ 30.90	£ 0.90	3.00%	Inflationary increase	
Re	PL 18 Planning Development Control Documents	Planning	Tree Preservation Order Extract	Each	£ 15.50	£ 15.90	£ 0.40	2.58%	Inflationary increase	
Re	PL 19 Planning Planning and Building Control	Planning	Photocopying per A3 copy	Each	£ 1.50	£ 1.50	£ -	0.00%	No change	
Re	PL 20 Planning Planning and Building Control	Planning	Photocopying per A4 copy	Each	£ 1.00	£ 1.00	£ -	0.00%	No change	
Re	PL 21 Planning Reproduction of maps/drawings	Planning	A1-A0	Each	£ 22.50	£ 23.00	£ 0.50	2.22%	Inflationary increase	
Re	PL 22 Planning Reproduction of maps/drawings	Planning	A2	Each	£ 17.10	£ 17.50	£ 0.40	2.34%	Inflationary increase	
Re	PL 23 Planning Reproduction of maps/drawings	Planning	A3	Each	£ 1.50	£ 1.50	£ -	0.00%	No change	
Re	PL 24 Planning Reproduction of maps/drawings	Planning	A4	Each	£ 1.00	£ 1.00	£ -	0.00%	No change	
Re	Cancellation of applications/ withdrawal	Planning	Charge made for withdrawal of application post registration prior to consideration by a planning officer	Each	25% of application fee	25% of application fee			No change	
Re	PL 25 Planning PDF copy of applications	Planning	Per CD/ USB stick	Each	£ 36.00	£ 37.00	£ 1.00	2.78%	Inflationary increase	
Re	PL 26 Planning PDF copy of applications	Planning	(for residents only)	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 27 Planning Historic Planning Information	Planning	Price per file	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	
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	£ 12.00	£ 12.30	£ 0.30	2.50%	Inflationary increase	
Re	PL 29 Planning Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice	Each	£ 450.00	£ 463.50	£ 13.50	3.00%	Inflationary increase	
Re	PL 30 Planning Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice – one hour meeting included	Each	£ 529.00	£ 544.80	£ 15.80	2.99%	Inflationary increase	
Re	PL 31 Planning Enforcement Specific Charges	Planning	Consideration of clauses in a S106 obligation	per hour	£ 357.00	£ 367.50	£ 10.50	2.94%	Inflationary increase	
Re	PL 32 Planning Enforcement Specific Charges	Planning	Enforcement meeting (at the Head of Development Management's discretion)	per hour	£ 357.00	£ 367.50	£ 10.50	2.94%	Inflationary increase	
Re	PL 33 Planning Correspondence requiring research to	Planning	Per question per address	Per question per address	£ 83.00	£ 85.50	£ 2.50	3.01%	Inflationary increase	
Re	PL 34 Planning Correspondence requiring research to	Planning	Enforcement Enquiry per question per address	Per question per address	£ 83.00	£ 85.50	£ 2.50	3.01%	Inflationary increase	
Re	PL 35 Planning High Hedge Complaints	Planning	Complaint Investigation (50% discount for income support)	Per address	£ 645.00	£ 664.00	£ 19.00	2.95%	Inflationary increase	
Re	PL 36 Planning Postage	Planning	A5	Each	£ 2.09	£ 2.15	£ 0.06	2.87%	Inflationary increase	
Re	PL 37 Planning Postage	Planning	A4 package	Each	£ 6.42	£ 6.60	£ 0.18	2.80%	Inflationary increase	
Re	PL 38 Planning Postage	Planning	A4	Each	£ 4.28	£ 4.40	£ 0.12	2.80%	Inflationary increase	
Re	PL 39 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category A (Complex - 150+ residential units or 4000m²+ of commercial floor space)	Initial meeting	£ 10,030.00	£ 10,330.00	£ 300.00	2.99%	Inflationary increase	
Re	PL 40 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category B (Complex - 100+ residential units or 4000m²+ of commercial floor space)	Initial meeting	£ 7,799.00	£ 8,033.00	£ 234.00	3.00%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 41 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category C (Complex - 25+ residential units or 2000m <sup>2</sup> + of commercial floor space)	Initial meeting	£ 5,572.00	£ 5,740.00	£ 168.00	3.02%	Inflationary increase	
Re	PL 42 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category D (Major - 10-24 residential units or 1000m <sup>2</sup> -2000m <sup>2</sup> commercial floor space)	Initial meeting	£ 3,000.00	£ 3,090.00	£ 90.00	3.00%	Inflationary increase	
Re	PL 43 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category E (Minor - 2-9 residential units, 100m <sup>2</sup> -900m <sup>2</sup> commercial floor space) HMO's (100m <sup>2</sup> - 999m <sup>2</sup> )	Initial meeting	£ 1,710.00	£ 1,761.00	£ 51.00	2.98%	Inflationary increase	
Re	PL 44 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category F (Minor - 2-4 residential units, 100m <sup>2</sup> -999m <sup>2</sup> commercial floor space) HMO above 100m <sup>2</sup>	Written Advice only, no meeting	£ 915.00	£ 942.50	£ 27.50	3.01%	Inflationary increase	
Re	PL 45 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 Not within a conservation area	Written Advice only, no meeting	£ 303.00	£ 312.00	£ 9.00	2.97%	Inflationary increase	
Re	PL 46 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category H Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues with meeting including Heritage Officer	Initial meeting	£ 920.00	£ 947.50	£ 27.50	2.99%	Inflationary increase	
Re	PL 47 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category I Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues	Written Advice only, no meeting	£ 650.00	£ 669.50	£ 19.50	3.00%	Inflationary increase	
Re	PL 48 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category J Small scale development: Small extensions/ alterations (including advertisements) to commercial or similar premises below the threshold of category F; Small changes of use to such premises below the threshold of category F; Other small scale developments below the threshold of category F HMO below 100m <sup>2</sup>	Written Advice only, no meeting	£ 220.00	£ 226.50	£ 6.50	2.95%	Inflationary increase	
Re	PL 49 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category K (Householder development: Extensions or alterations to a single residential unit)	Written Advice only, no meeting	£ 120.00	£ 123.50	£ 3.50	2.92%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 50 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category L Householder development: Extensions or alterations to a single residential unit with heritage issues	Written Advice only, no meeting	£ 180.00	£ 185.40	£ 5.40	3.00%	Inflationary increase	
Re	PL 51 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Case Officer up to Principal Planner	Per hour	£ 238.00	£ 245.00	£ 7.00	2.94%	Inflationary increase	
Re	PL 52 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Team Leader/Manager	Per hour	£ 297.00	£ 306.00	£ 9.00	3.03%	Inflationary increase	
Re	PL 53 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Service Heads and Directors	Per hour	£ 357.00	£ 367.50	£ 10.50	2.94%	Inflationary increase	
Re	PL 54 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Specialist Advice (Trees, Conservation & Design, Highways)	Per hour	£ 297.00	£ 306.00	£ 9.00	3.03%	Inflationary increase	
Re	Additional Services	Planning	Choice of case officer	Per application	10% on category charge, £53.50 minimum charge	10% on category charge, £55.00 minimum charge	£ 1.50	2.80%	Inflationary increase	
Re	Additional Services	Planning	Consultation in relation to proposed tree work, with written notes	Base fee + per tree	£445.50 £50.00	£ 458.50	£ 13.00	2.92%	Inflationary increase	
Re	PL 55 Planning Pre Application Performance Agreement - Fast Track - householders applications	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		£ 373.00	£ 384.00	£ 11.00	2.95%	Inflationary increase	



Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 56 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 2 Visit to site within 5 working days of registration - only where Service 1 is taken		£ 107.00	£ 110.00	£ 3.00	2.80%	Inflationary increase	
Re	PL 57 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 3 a- Registration of application within 1 day b - Review of the information submitted with the application within 2 working days of the site visit, if Service 2 accepted, or 7 working days from the validation (if Service 2 not accepted) c- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£ 305.00	£ 314.00	£ 9.00	2.95%	Inflationary increase	
Re	PL 58 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 4 a- Registration of application within 1 day b - Consultation of neighbours within 1 working day c- Provision of an officer's recommendation within 1 working day following on from the end of the consultation period (28 days)		£ 650.00	£ 669.50	£ 19.50	3.00%	Inflationary increase	
Re	PL 62 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Additional and faster services		on request	on request				
Re	PL 63 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 8 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 day of receipt of acceptable amendments / additional information		£ 106.50	£ 109.50	£ 3.00	2.82%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 64 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 9 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 day of receipt of acceptable amendments / additional information		£ 320.00	£ 329.50	£ 9.50	2.97%	Inflationary increase	
Re	PL 65 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness 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 2 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£ 425.00	£ 437.50	£ 12.50	2.94%	Inflationary increase	
Re	PL 66 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 11 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 10 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£ 270.00	£ 278.00	£ 8.00	2.96%	Inflationary increase	
Re	PL 67 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 1 working day of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£ 640.00	£ 659.00	£ 19.00	2.97%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 68 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Additional and faster services		on request	on request				
Re	PL 69 Planning Pre Application Performance Agreement - Fast Track - office to residential notifications	Planning	Service 13 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		£ 367.53	£ 378.50	£ 10.97	2.98%	Inflationary increase	
Re	PL 70 Planning Pre Application Performance Agreement - Fast Track - Office to Residential Prior Notifications	Planning	Service 14 Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.		£ 78.71	£ 81.00	£ 2.29	2.91%	Inflationary increase	
Re	PL 71 Planning Pre Application Performance Agreement - Fast Track - Office to Residential Prior Notifications	Planning	Additional and faster services		on request	on request				
Re	PL 72 Planning Pre Application Performance Agreement - Larger Home Extensions Prior Notifications	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 5 weeks of validation		£ 200.00	£ 206.00	£ 6.00	3.00%	Inflationary increase	
Re	PL 73 Planning Pre Application Performance Agreement - Larger Home Extensions Prior Notifications	Planning	Additional and faster services		on request	on request				

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 74 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 16 - 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		£ 205.00	£ 211.00	£ 6.00	2.93%	Inflationary increase	
Re	PL 75 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 17 - 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		£ 307.00	£ 316.00	£ 9.00	2.93%	Inflationary increase	
Re	PL 76 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 19 - Small Minor Provision of an officer's recommendation within 5 weeks of validation. 1 - 4 residential units / 100m2 - 999m2		£ 205.00	£ 211.00	£ 6.00	2.93%	Inflationary increase	
Re	PL 77 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 20 - 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		£ 305.00	£ 314.00	£ 9.00	2.95%	Inflationary increase	
Re	PL 78 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 21 - 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		£ 425.00	£ 437.50	£ 12.50	2.94%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 79 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		£ 305.00	£ 314.00	£ 9.00	2.95%	Inflationary increase	
Re	PL 80 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Additional and faster services		on request	on request				
Re	PL 81 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 82 Planning Pre Application Performance Agreement - Fast Track - Major Applications	Planning	Tailored service - Quote provided on request		on request	on request				
Re	PL 83 Planning Pre-Application advice - Fast Track - Categories D, E and F	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			No change	
Re	PL 84 Planning Pre-Application advice - Fast Track - Categories D, E and F	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			No change	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 85 Planning Pre-Application advice - Fast Track - Categories D, E and F	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			No change	
Re	PL 86 Planning Pre-Application advice - Fast Track - Categories D, E and F	Planning	Additional and faster services on request		on request	on request				
Re	PL 87 Planning Pre-Application advice - Fast Track - Categories G and J	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			No change	
Re	PL 88 Planning Pre-Application advice - Fast Track - Categories G and J	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			No change	
Re	PL 89 Planning Pre-Application advice - Fast Track - Categories G and J	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			No change	
Re	PL 90 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 30 Provision of written notes within 6 working days of meeting		£ 55.00	£ 56.60	£ 1.60	2.91%	Inflationary increase	
Re	PL 91 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 31 Provision of written notes within 3 working days of meeting		£ 107.00	£ 110.00	£ 3.00	2.80%	Inflationary increase	
Re	PL 92 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 32 Provision of written notes within 6 working days of request (when no meeting is required)		£ 107.00	£ 110.00	£ 3.00	2.80%	Inflationary increase	
Re	PL 93 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 33 Provision of written notes within 3 working days of request (when no meeting is required)		£ 208.00	£ 214.00	£ 6.00	2.88%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 94 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Additional and faster services on request		on request	on request				
Re	PL 95 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 34 Accelerated offer of meeting at our offices (or on site) within 6 working days		£ 160.00	£ 164.50	£ 4.50	2.81%	Inflationary increase	
Re	PL 96 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 35 Accelerated offer of meeting at our offices (or on site) within 3 working days		£ 320.00	£ 329.50	£ 9.50	2.97%	Inflationary increase	
Re	PL 97 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 36 Accelerated offer of meeting at our offices (or on site) within 1 working days		£ 535.00	£ 551.00	£ 16.00	2.99%	Inflationary increase	
Re	PL 98 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 37 Provision of written notes within 6 working days of meeting		£ 20.99	£ 21.60	£ 0.61	2.91%	Inflationary increase	
Re	PL 99 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 38 Provision of written notes within 3 working days of meeting		£ 80.00	£ 82.40	£ 2.40	3.00%	Inflationary increase	
Re	PL 100 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 39 Provision of written notes within 1 working days of meeting		£ 160.00	£ 164.80	£ 4.80	3.00%	Inflationary increase	
Re	PL 101 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 40 Provision of written notes within 6 working days (when no meeting is required)		£ 78.50	£ 80.80	£ 2.30	2.93%	Inflationary increase	
Re	PL 102 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 41 Provision of written notes within 3 working days (when no meeting is required)		£ 156.50	£ 161.00	£ 4.50	2.88%	Inflationary increase	
Re	PL 103 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 42 Provision of written notes within 1 working day (when no meeting is required)		£ 313.00	£ 322.40	£ 9.40	3.00%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 104 Planning Pre-Application advice - Fast Track - Category K	Planning	Additional and faster services on request		on request	on request				
Re	PL 105 Planning Planning Performance Agreements	Planning	Service 43 10 to 24 residential units or 1000-1999 m² commercial floorspace		£ 6,500.00	£ 6,695.00	£ 195.00	3.00%	Inflationary increase	
Re	PL 106 Planning Planning Performance Agreements	Planning	Service 44 25 to 49 residential units or 2000-3999m² commercial floorspace		£ 9,700.00	£ 9,991.00	£ 291.00	3.00%	Inflationary increase	



Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Chang e from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 1 Land Charges	Land Charges	Full Search		£217.26	£217.26	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 2 Land Charges	Land Charges	Expedited 24 hr Full Search		£261.12	£261.12	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 3 Land Charges	Land Charges	Certificate of Search (LLC1)		£70.38	£70.38	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 4 Land Charges	Land Charges	Additional Enquiries (each)		£47.94	£47.94	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 5 Land Charges	Land Charges	Extra Parcels of Land (each)		£47.94	£47.94	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 6 Land Charges	Land Charges	CON29 ONLY		£146.88	£146.88	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 7 Land Charges	Land Charges	Search refresh - within 93 days of original search		£92.31	£92.31	0.00	0.00%	2019/20 to be subject to future DRP	
Online Search - via NLIS										
Re	LC 8 Land Charges	Land Charges	NLIS full search		£213.18	£213.18	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 9 Land Charges	Land Charges	NLIS LLC1		£68.93	£68.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 10 Land Charges	Land Charges	NLIS CON 29		£144.23	£144.23	0.00	0.00%	2019/20 to be subject to future DRP	
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)		£27.03	£27.03	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 13 Land Charges	Land Charges	Extra Parcels of Land (each)		£1.50	£1.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 14 Land Charges	Land Charges	Inspection of Documents		£3.05	£3.05	0.00	0.00%	2019/20 to be subject to future DRP	
Copy of Official Documentation										
Re	LC 15 Land Charges	Land Charges	Copies of Planning Decisions	Each	£30.14	£30.14	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 16 Land Charges	Land Charges	Copies of Enforcement Notices	Each	£30.14	£30.14	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 17 Land Charges	Land Charges	Tree Preservation Order - Full Document	Each	£30.14	£30.14	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 18 Land Charges	Land Charges	Listed Buildings	Each	£43.45	£43.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 19 Land Charges	Land Charges	Light Obstruction Notices	Each	£40.29	£40.29	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 20 Land Charges	Land Charges	Repair Notices	Each	£38.45	£38.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 21 Land Charges	Land Charges	Improvement Grants	Each	£38.45	£38.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 22 Land Charges	Land Charges	Covenants	Each	£38.45	£38.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 23 Land Charges	Land Charges	Agreements	Each	£52.02	£52.02	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 24 Land Charges	Land Charges	Article 4 Directions	Each	£33.25	£33.25	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 25 Land Charges	Land Charges	Duplicate Searches	Each	£49.82	£49.82	0.00	0.00%	2019/20 to be subject to future DRP	
<b>CON29R Enquires of local authority (2007)</b>										
<b>Planning and Building Regulations</b>										
<b>1.1. Planning and building decisions and pending applications</b>										
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 *		£17.64	£17.64	0.00	0.00%	2019/20 to be subject to future DRP	
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		£17.64	£17.64	0.00	0.00%	2019/20 to be subject to future DRP	
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 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>1.2. Planning designations and proposals</b>										
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?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Roads</b>										
<b>2.1 Roadways, footways and footpaths</b>										
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 *		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 36 Land Charges	Land Charges	(b) subject to adoption and, supported by a bond and bond waver		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 37 Land Charges	Land Charges	c) to be made up by a local authority who will reclaim the cost from the frontagers		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 38 Land Charges	Land Charges	(d) to be adopted by a local authority without reclaiming the cost from the frontagers		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
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?		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
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?		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
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?		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 42 Land Charges	Land Charges	2.5 If so, please attach a plan showing the approximate route.		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Other Matters</b>										
<b>3.1 Land required for public purposes</b>										
Re	LC 43 Land Charges	Land Charges	Is the property included in the land required for public purposes?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.2 Land to be acquired for road works</b>										
Re	LC 44 Land Charges	Land Charges	Is the property included in land to be acquired for road works?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.3 Drainage agreements and consents</b>										
Re	LC 45 Land Charges	Land Charges	Do either of the following exist in relation to the property?		Please contact Thames Water or Veola	Please contact Thames Water or Veola	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 **							
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? **							
<b>3.4 Nearby road schemes</b>										
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		£18.15	£18.15	0.00	0.00%	2019/20 to be subject to future DRP	
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 duel carriageway		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
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.		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.5. Nearby railway schemes</b>										
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?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.6. Traffic schemes</b>										
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 56 Land Charges	Land Charges	(b) waiting or loading restrictions		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 57 Land Charges	Land Charges	c) one way driving		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 58 Land Charges	Land Charges	(d) prohibition of driving		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 59 Land Charges	Land Charges	(e) pedestrianisation		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 60 Land Charges	Land Charges	(f) vehicle width or weight restriction		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 61 Land Charges	Land Charges	(g) traffic calming works including road humps		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 62 Land Charges	Land Charges	(h) residents parking controls		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 63 Land Charges	Land Charges	(i) minor road widening of improvement		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 64 Land Charges	Land Charges	(j) pedestrian crossings		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 65 Land Charges	Land Charges	(k) cycle tracks		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 66 Land Charges	Land Charges	(l) bridge building		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.7. Outstanding notices</b>										
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 68 Land Charges	Land Charges	(b) environment		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 69 Land Charges	Land Charges	c) health and safety		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 70 Land Charges	Land Charges	(d) housing		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 71 Land Charges	Land Charges	(e) highways		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 72 Land Charges	Land Charges	(f) public health		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.8. Contravention of building regulations</b>										
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?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.9 Notices, orders, directions and proceedings under Planning Acts</b>										
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 75 Land Charges	Land Charges	(b) a stop notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 76 Land Charges	Land Charges	(c) a listed building enforcement notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 77 Land Charges	Land Charges	(d) a breach of condition notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 78 Land Charges	Land Charges	(e) a planning contravention notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 79 Land Charges	Land Charges	(f) another notice relation to a breach of planning control		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 80 Land Charges	Land Charges	(g) a listed building repairs notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 82 Land Charges	Land Charges	(i) a building preservation notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 83 Land Charges	Land Charges	(j) a direction restricting permitted development		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 84 Land Charges	Land Charges	(k) an order revoking or modifying planning permission		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 85 Land Charges	Land Charges	(l) an order requiring discontinuance of use or alteration or removal of building works		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 86 Land Charges	Land Charges	(m) a tree preservation order		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 87 Land Charges	Land Charges	(n) proceedings to enforce a planning agreement or planning contribution		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.10 Community Infrastructure Levy</b>										
Re	LC 88 Land Charges	Land Charges	(a) Is there a CIL charging schedule?		£17.50	£17.50	0.00	0.00%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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?							
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	1.00	5.71%	2019/20 to be subject to future DRP	
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?							



Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.11 Conservation area</b>										
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 104 Land Charges	Land Charges	(b) an unimplemented resolution to designate the area a conservation area		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.12 Compulsory purchase</b>										
Re	LC 105 Land Charges	Land Charges	Has any enforceable order or decision been made to compulsorily purchase or acquire the property?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.13 Contaminated land</b>										
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 107 Land Charges	Land Charges	(b) in relation to a register maintained under section 78R of the Environmental Protection Act 1990		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
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		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.14 Radon gas</b>										
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							

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.15 Assets of Community Value</b>										
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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?							
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?							
<b>CON 290 Optional enquiries of the Local Authority (2007)</b>										
Re	LC 123 Land Charges	Land Charges	4. Road proposals by private bodies		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 124 Land Charges	Land Charges	5. Advertisements		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 125 Land Charges	Land Charges	6. Completion notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 126 Land Charges	Land Charges	7 Parks and Countryside		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 127 Land Charges	Land Charges	8. Pipelines		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 128 Land Charges	Land Charges	9. Houses in multiple occupation		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 129 Land Charges	Land Charges	10. Noise abatement		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 130 Land Charges	Land Charges	11. Urban development areas		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 131 Land Charges	Land Charges	12. Enterprise zones, Local Development Orders & BIDS		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 132 Land Charges	Land Charges	13. Inner urban improvement areas		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 133 Land Charges	Land Charges	14. Simplified planning zones		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 134 Land Charges	Land Charges	15. Land maintenance notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 135 Land Charges	Land Charges	16. Mineral Consultation and Safeguarding Areas		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 136 Land Charges	Land Charges	17. Hazardous substance consents		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 137 Land Charges	Land Charges	18. Environmental and pollution notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 138 Land Charges	Land Charges	19. Food safety notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 139 Land Charges	Land Charges	20. Hedgerow notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 140 Land Charges	Land Charges	21. Flood Defence and Land Drainage Consents		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 141 Land Charges	Land Charges	22. Common land and town or village greens		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Weights and Measures Testing</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Petrol Pumps</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Other types</b>											
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%	2019/20 to be subject to future DRP	
<b>Measuring equipment</b>											
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%	2019/20 to be subject to future DRP	
Re	TSL 17 Trading Standards and Licensing	Trading Standards and Licensing	TSL 17	Other	Each	£38.00	£38.00	0.00	0.00%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Weighing instruments</b>											
Re	TSL 19 Trading Standards and Licensing	Trading Standards and Licensing	TSL 19	<15kg	Each	£47.00	£47.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 20 Trading Standards and Licensing	Trading Standards and Licensing	TSL 20	15 - <100kg	Each	£65.00	£65.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 21 Trading Standards and Licensing	Trading Standards and Licensing	TSL 21	100kg - ,250kg	Each	£91.00	£91.00	0.00	0.00%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Measuring equipment for measuring liquid fuels in excess of 100L dispensed from road tankers</b>											
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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%	2019/20 to be subject to future DRP	
<b>Dipstick measuring system</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
Re	TSL 31 Trading Standards and Licensing	Trading Standards and Licensing	TSL 31	Initial dipstick	Each	£23.70	£23.70	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 32 Trading Standards and Licensing	Trading Standards and Licensing	TSL 32	Spare dipstick	Each	£23.70	£23.70	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Other weighing or measuring equipment</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Fireworks</b>											
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				

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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%	2019/20 to be subject to future DRP	
<b>Sex Establishments</b>											
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
<b>Hypnotism</b>											
Re	TSL 45 Trading Standards and Licensing	Trading Standards and Licensing	TSL 45	Hypnotism	Per Event	£21.00	£21.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Street Trading</b>											
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.			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - Permanent & Temporary licences Transfer	Per application	£25.00	£25.00			New	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - A Boards - Transfer of Licence	Per application	£25.00	£25.00			New	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - Permanent & Temporary licences Variation of Licence	Per application	£95.00	£95.00			New	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - All Licences Change of details	Per application	£25.00	£25.00			New	



**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - All Licences Duplicate Licence	Per application	£20.00	£20.00			New	
<b>Street Markets</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Advertising board licence</b>											
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			2019/20 to be subject to future DRP	
<b>Demarcation of Street Trading Pitches</b>											
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	£21 per stud	£21 per stud			2019/20 to be subject to future DRP	
<b>Scrap Metal</b>											
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			2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Sports Grounds</b>											
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	£3,161.00	£3,161.00	0.00	0.00%	2019/20 to be subject to future DRP	
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	£856.00	£856.00	0.00	0.00%	2019/20 to be subject to future DRP	
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	£1,549.00	£1,549.00	0.00	0.00%	2019/20 to be subject to future DRP	
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	£3,162.00	£3,162.00	0.00	0.00%	2019/20 to be subject to future DRP	
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	£1,071.00	£1,071.00	0.00	0.00%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Film classification</b>											
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%	2019/20 to be subject to future DRP	
<b>Gambling</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Annual fees</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Provisional Statement</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Application Fee – Provisional Statement Holders</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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%	2019/20 to be subject to future DRP	
<b>Transfer</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Variation</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Reinstatement</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Permit</b>											
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Licensing Act 2003 Fees</b>											
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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			2019/20 to be subject to future DRP	
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,	£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,			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	



Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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 -	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 -			2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	

**Trading Standards and Licensing (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
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%	2019/20 to be subject to future DRP	
<b>Assisted Licensing</b>											
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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			2019/20 to be subject to future DRP	
<b>General Consultancy Fees</b>											
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			2019/20 to be subject to future DRP	
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			2019/20 to be subject to future DRP	
<b>Primary authority work</b>											
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			2019/20 to be subject to future DRP	

**Building Control (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Building Control	Building Control	Single Storey Dwelling	Per chargeable hour		£1,051.25	£1,051.25		New Charge	We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
Re	Building Control	Building Control	Each additional dwelling (single storey)	Per chargeable hour		£253.75	£253.75		New Charge	
Re	Building Control	Building Control	Two storey dwelling	Per chargeable hour	£1,060.00	£1,087.50	£27.50	2.59%		
Re	Building Control	Building Control	Each additional dwelling (two storey)	Per chargeable hour	£308.00	£290.00	£-18.00	-5.84%		
Re	Building Control	Building Control	Two storey dwelling* (incorporating a basement storey)	Per chargeable hour		£1,377.50	£1,377.50		New Charge	
Re	Building Control	Building Control	Three storey dwelling	Per chargeable hour		£1,305.00	£1,305.00		New Charge	
Re	Building Control	Building Control	Each additional dwelling (three storey)	Per chargeable hour		£398.75	£398.75		New Charge	
Re	Building Control	Building Control	Three storey dwelling* (incorporating a basement storey)	Per chargeable hour		£1,486.25	£1,486.25		New Charge	
Re	Building Control	Building Control	Blocks of flats (up to 6 units/3 storeys)	Per chargeable hour		£2,501.25	£2,501.25		New Charge	
Re	Building Control	Building Control	Conversion into 1 dwelling/flat	Per chargeable hour	£745.00	£761.25	£16.25	2.18%		
Re	Building Control	Building Control	Each additional dwelling/flat	Per chargeable hour	£308.00	£290.00	£-18.00	-5.84%		
Re	Building Control	Building Control	Single storey extension (total floor area less than 6 m²)	Per chargeable hour		£471.25	£471.25		New Charge	
Re	BC 25 Building Control	Building Control	Single storey extension or Loft conversion	<60m²	£640.00	£652.50	12.50	1.95%		We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
Re	BC 26 Building Control	Building Control	Two storey extension	<60m²	£775.00	£797.50	22.50	2.90%		
Re	Building Control	Building Control	Each additional 20m² over 60m² total floor area (above)	Per chargeable hour		£181.25	£181.25		New Charge	
Re	BC 27 Building Control	Building Control	Single storey basement (total floor area < 60m²)	Per chargeable hour	£1,038.00	£1,051.25	13.25	1.28%		
Re	BC 27 Building Control	Building Control	Garage conversion	Per chargeable hour	£399.00	£398.75	(0.25)	-0.06%		
Re	BC 27 Building Control	Building Control	Basement conversion	Per chargeable hour		£435.00	435.00		New Charge	
Re	BC 27 Building Control	Building Control	Single storey (attached or detached) garage/outbuilding (total floor area less than 60m²)	Per chargeable hour	£635.00	£616.25	(18.75)	-2.95%		
Re	BC 27 Building Control	Building Control	Construction of enclosed carport	Per chargeable hour		£181.25	181.25		New Charge	
Re	Building Control	Building Control	Underpinning (up to 20 linear meters)	Per chargeable hour		£580.00	£580.00		New Charge	
Re	Building Control	Building Control	Window and door replacement(s)	Per chargeable hour		£290.00	£290.00		New Charge	
Re	BC 27 Building Control	Building Control	Re-roofing/renovation of thermal element(s)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		
Re	BC 27 Building Control	Building Control	Load bearing wall removal(s)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		
Re	BC 27 Building Control	Building Control	Chimney breast removal(s)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		

**Building Control (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 27 Building Control	Building Control	Installation of WC/bathroom/en suite	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
Re	Building Control	Building Control	Drainage connection to foul system (porch/conservatory/outbuilding)	Per chargeable hour		£290.00	£290.00		New Charge	
Re	BC 27 Building Control	Building Control	Electrical work (non-competent person)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £1-£5,000)	per chargeable hour	£285.00	£290.00	5.00	1.75%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £5,001-£10,000)	per chargeable hour	£378.00	£362.50	(15.50)	-4.10%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £10,001-£15,000)	per chargeable hour	£469.00	£471.25	2.25	0.48%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £15,001-£20,000)	per chargeable hour	£562.00	£543.75	(18.25)	-3.25%		
Re	Building Control	Building Control	Single storey office (total floor area less than 100m²)	Per chargeable hour		£2,211.25	£2,211.25		New Charge	
Re	Building Control	Building Control	Single storey shop/commercial unit (total floor area less than 100m²)	Per chargeable hour		£1,957.50	£1,957.50		New Charge	
Re	Building Control	Building Control	Single storey assembly/recreation building (total floor area less than 100m²)	Per chargeable hour		£2,465.00	£2,465.00		New Charge	
Re	Building Control	Building Control	Single storey industrial unit (total floor area less than 100m²)	Per chargeable hour		£1,776.25	£1,776.25		New Charge	
Re	Building Control	Building Control	Conversion into a hotel or boarding house (up to 5 rooms)	Per chargeable hour		£2,030.00	£2,030.00		New Charge	
Re	Building Control	Building Control	Conversion into a shop	Per chargeable hour		£1,051.25	£1,051.25		New Charge	We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
Re	Building Control	Building Control	Office extension (total floor area less than 100m²)	Per chargeable hour		£1,631.25	£1,631.25		New Charge	
Re	Building Control	Building Control	Shop/commercial unit extension (total floor area less than 100m²)	Per chargeable hour		£1,522.50	£1,522.50		New Charge	
Re	Building Control	Building Control	Assembly/recreational building extension (total floor area less than 100m²)	Per chargeable hour		£1,740.00	£1,740.00		New Charge	
Re	Building Control	Building Control	Industrial unit extension (total floor area less than 100m²)	Per chargeable hour		£1,486.25	£1,486.25		New Charge	
Re	Building Control	Building Control	Shop/commercial unit fit-out (shell only)	Per chargeable hour		£688.75	£688.75		New Charge	
Re	Building Control	Building Control	Shop/commercial unit fit-out (shell and core)	Per chargeable hour		£906.25	£906.25		New Charge	
Re	Building Control	Building Control	Replacement shop front	Per chargeable hour		£580.00	£580.00		New Charge	
Re	Building Control	Building Control	Installation of a shopping centre kiosk (total floor area under 9m²)	Per chargeable hour		£761.25	£761.25		New Charge	
Re	Building Control	Building Control	Installation of a mezzanine floor (total floor area less than 500m²)	Per chargeable hour		£1,160.00	£1,160.00		New Charge	
Re	Building Control	Building Control	Window and door replacement(s)	Per chargeable hour		£471.25	£471.25		New Charge	
Re	Building Control	Building Control	Re-roofing/renovation of thermal element(s)	Per chargeable hour		£543.75	£543.75		New Charge	

**Building Control (Re) Fees and Charges 2019/20**

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Building Control	Building Control	Retrospective Application charge	Per chargeable hour plus 50% risk factor	50%	50%	£0.00	0.00%		We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
<b>Dangerous Structures</b>										
Re	BC 1 Building Control	Building Control	Surveying and certification of dangerous structure (office hours)		£270.00	£253.75	(16.25)	-6.02%		
Re	BC 2 Building Control	Building Control	Surveying and certification of dangerous structure (Out of office hours)		£375.00	£362.50	(12.50)	-3.33%		
Re	BC 3 Building Control	Building Control	Cost recovery, in accordance with The London Building Acts (Amendment) Act 1939		Cost recovery	Cost recovery				
<b>Demolition</b>										
Re	BC 4 Building Control	Building Control	Demolition of a single building (total floor area less than 100m²)	Per chargeable hour	£280.00	£290.00	10.00	3.57%		
Re	BC 5 Building Control	Building Control	Demolition of building(s) (total floor area(s) less than 1000m²)	Per chargeable hour	£560.00	£580.00	20.00	3.57%		
<b>Business Support</b>										
Re	BC 6 Building Control	Building Control	Pre-application advice over 1 hour		£270.00	£253.75	(16.25)	-6.02%		
Re	Building Control	Building Control	Reproduction of archived documentation (per address)	Cost recovery	£78.00	£72.50	(5.50)	-7.05%		
Re	Building Control	Building Control	Cancellation of application (after validation)	Cost recovery		£72.50	£72.50		New Charge	
Re	Building Control	Building Control	Cancellation of application (after plan assessment)	Cost recovery		£435.00	£435.00		New Charge	
Re	BC 15 Building Control	Building Control	Reactivation charge	Per application	£108.00	£108.75	0.75	0.69%		
Re	Building Control	Building Control	Administration (per hour)	Cost recovery		£72.50	£72.50		New Charge	
<b>Fast track completion certificate</b>										
Re	BC 13 Building Control	Building Control	Fast track completion certificate		£162.00	£162.00	0.00	0.00%		

Building Control (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Certificate of building regulation exemption</b>										
Re	BC 14 Building Control	Building Control	Certificate of building regulation exemption		£82.00	£82.00	0.00	0.00%		
<b>Reactivation charge</b>										
Re	BC 16 Building Control	Building Control	Correspondence requiring research to answer	Per question per address	£78.00	£78.00	0.00	0.00%		
<b>Hourly Rate</b>										
Re	Building Control	Building Control	Any chargeable function	Per hour	£92.50	£72.50	(20.00)	-21.62%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Strategic Planning &amp; Regeneration</b>											
Re	SPR 1 Strategic Planning & Regen	Strategic Planning & Regen	SPR 1	Director of Place Assistant Director (Day Rates) Commissioning Director	0 - 20 Days	£927.74	£927.74	0.00	0.00%		
Re	SPR 2 Strategic Planning & Regen	Strategic Planning & Regen	SPR 2	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 21 - 60 Days	£857.56	£857.56	0.00	0.00%		
Re	SPR 3 Strategic Planning & Regen	Strategic Planning & Regen	SPR 3	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 60 days +	£812.23	£812.23	0.00	0.00%		
Re	SPR 4 Strategic Planning & Regen	Strategic Planning & Regen	SPR 4	Director of Place Assistant Director (Hourly Rates) Commissioning Director	0 - 20 Days	£128.85	£128.85	0.00	0.00%		
Re	SPR 5 Strategic Planning & Regen	Strategic Planning & Regen	SPR 5	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 21 - 60 Days	£119.11	£119.11	0.00	0.00%		
Re	SPR 6 Strategic Planning & Regen	Strategic Planning & Regen	SPR 6	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 60 days +	£112.81	£112.81	0.00	0.00%		
Re	SPR 7 Strategic Planning & Regen	Strategic Planning & Regen	SPR 7	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	£722.80	£722.80	0.00	0.00%		
Re	SPR 8 Strategic Planning & Regen	Strategic Planning & Regen	SPR 8	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 - 60 Days	£668.90	£668.90	0.00	0.00%		



**Re (Other) Fees and Charges**

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 9 Strategic Planning & Regen	Strategic Planning & Regen	SPR 9	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	£632.15	£632.15	0.00	0.00%		
Re	SPR 10 Strategic Planning & Regen	Strategic Planning & Regen	SPR 10	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	0 - 20 Days	£100.39	£100.39	0.00	0.00%		
Re	SPR 11 Strategic Planning & Regen	Strategic Planning & Regen	SPR 11	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 21 - 60 Days	£92.90	£92.90	0.00	0.00%		
Re	SPR 12 Strategic Planning & Regen	Strategic Planning & Regen	SPR 12	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 60 days +	£87.80	£87.80	0.00	0.00%		
Re	SPR 13 Strategic Planning & Regen	Strategic Planning & Regen	SPR 13	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	£600.29	£600.29	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 14 Strategic Planning & Regen	Strategic Planning & Regen	SPR 14	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	£554.96	£554.96	0.00	0.00%		
Re	SPR 15 Strategic Planning & Regen	Strategic Planning & Regen	SPR 15	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 +	£525.56	£525.56	0.00	0.00%		
Re	SPR 16 Strategic Planning & Regen	Strategic Planning & Regen	SPR 16	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	£83.37	£83.37	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 17 Strategic Planning & Regen	Strategic Planning & Regen	SPR 17	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	£77.08	£77.08	0.00	0.00%		
Re	SPR 18 Strategic Planning & Regen	Strategic Planning & Regen	SPR 18	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 +	£73.00	£73.00	0.00	0.00%		
Re	SPR 19 Strategic Planning & Regen	Strategic Planning & Regen	SPR 19	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	0 - 20 Days	£509.11	£509.11	0.00	0.00%		
Re	SPR 20 Strategic Planning & Regen	Strategic Planning & Regen	SPR 20	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 21 - 60 Days	£470.43	£470.43	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 21 Strategic Planning & Regen	Strategic Planning & Regen	SPR 21	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 60 days +	£445.93	£445.93	0.00	0.00%		
Re	SPR 22 Strategic Planning & Regen	Strategic Planning & Regen	SPR 22	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	0 - 20 Days	£70.71	£70.71	0.00	0.00%		
Re	SPR 23 Strategic Planning & Regen	Strategic Planning & Regen	SPR 23	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 21 - 60 Days	£65.34	£65.34	0.00	0.00%		
Re	SPR 24 Strategic Planning & Regen	Strategic Planning & Regen	SPR 24	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 60 days +	£61.93	£61.93	0.00	0.00%		
Re	SPR 25 Strategic Planning & Regen	Strategic Planning & Regen	SPR 25	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£417.63	£417.63	0.00	0.00%		
Re	SPR 26 Strategic Planning & Regen	Strategic Planning & Regen	SPR 26	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 21 - 60 Days	£385.91	£385.91	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 27 Strategic Planning & Regen	Strategic Planning & Regen	SPR 27	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 60 days +	£365.08	£365.08	0.00	0.00%		
Re	SPR 28 Strategic Planning & Regen	Strategic Planning & Regen	SPR 28	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	£58.00	£58.00	0.00	0.00%		
Re	SPR 29 Strategic Planning & Regen	Strategic Planning & Regen	SPR 29	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 21 - 60 Days	£53.60	£53.60	0.00	0.00%		
Re	SPR 30 Strategic Planning & Regen	Strategic Planning & Regen	SPR 30	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£50.70	£50.70	0.00	0.00%		
Re	SPR 31 Strategic Planning & Regen	Strategic Planning & Regen	SPR 31	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	£401.31	£401.31	0.00	0.00%		
Re	SPR 32 Strategic Planning & Regen	Strategic Planning & Regen	SPR 32	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	£371.21	£371.21	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 33 Strategic Planning & Regen	Strategic Planning & Regen	SPR 33	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 +	£351.60	£351.60	0.00	0.00%		
Re	SPR 34 Strategic Planning & Regen	Strategic Planning & Regen	SPR 34	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	£55.73	£55.73	0.00	0.00%		
Re	SPR 35 Strategic Planning & Regen	Strategic Planning & Regen	SPR 35	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	£51.55	£51.55	0.00	0.00%		
Re	SPR 36 Strategic Planning & Regen	Strategic Planning & Regen	SPR 36	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 +	£48.83	£48.83	0.00	0.00%		
Re	SPR 37 Strategic Planning & Regen	Strategic Planning & Regen	SPR 37	Support Officer (Day Rates)	0 - 20 Days	£304.50	£304.50	0.00	0.00%		
Re	SPR 38 Strategic Planning & Regen	Strategic Planning & Regen	SPR 38	Support Officer (Day Rates)	Projects 21 - 60 Days	£281.77	£281.77	0.00	0.00%		
Re	SPR 39 Strategic Planning & Regen	Strategic Planning & Regen	SPR 39	Support Officer (Day Rates)	Projects 60 days +	£265.84	£265.84	0.00	0.00%		
Re	SPR 40 Strategic Planning & Regen	Strategic Planning & Regen	SPR 40	Support Officer (Hourly Rates)	0 - 20 Days	£42.29	£42.29	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 41 Strategic Planning & Regen	Strategic Planning & Regen	SPR 41	Support Officer (Hourly Rates)	Projects 21 - 60 Days	£39.13	£39.13	0.00	0.00%		
Re	SPR 42 Strategic Planning & Regen	Strategic Planning & Regen	SPR 42	Support Officer (Hourly Rates)	Projects 60 days +	£36.93	£36.93	0.00	0.00%		
Re	SPR 43 Strategic Planning & Regen	Strategic Planning & Regen	SPR 43	Support (Day Rates)	0 - 20 Days	£214.65	£214.65	0.00	0.00%		
Re	SPR 44 Strategic Planning & Regen	Strategic Planning & Regen	SPR 44	Support (Day Rates)	Projects 21 - 60 Days	£198.47	£198.47	0.00	0.00%		
Re	SPR 45 Strategic Planning & Regen	Strategic Planning & Regen	SPR 45	Support (Day Rates)	Projects 60 days +	£187.44	£187.44	0.00	0.00%		
Re	SPR 46 Strategic Planning & Regen	Strategic Planning & Regen	SPR 46	Support (Hourly Rates)	0 - 20 Days	£29.81	£29.81	0.00	0.00%		
Re	SPR 47 Strategic Planning & Regen	Strategic Planning & Regen	SPR 47	Support (Hourly Rates)	Projects 21 - 60 Days	£27.56	£27.56	0.00	0.00%		
Re	SPR 48 Strategic Planning & Regen	Strategic Planning & Regen	SPR 48	Support (Hourly Rates)	Projects 60 days +	£26.03	£26.03	0.00	0.00%		

**Re (Other) Fees and Charges**

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Street Naming &amp; Numbering</b>											
	SNN 1 Street Naming & Numbering	Street Naming & Numbering	SNN 1	Application for numbering a property	Per block/house	£99.80	£102.75	2.95	2.96%	Inflation	
	SNN 2 Street Naming & Numbering	Street Naming & Numbering	SNN 2	Application for naming a road (Authority choice of name)	Per block/house	£351.75	£362.00	10.25	2.91%	Inflation	
	SNN 3 Street Naming & Numbering	Street Naming & Numbering	SNN 3	Application for naming a road (Applicants choice of name adhering to SNN Policy, with Fire Brigade approval)	Per premise	£521.50	£537.00	15.50	2.97%	Inflation	
	SNN 4 Street Naming & Numbering	Street Naming & Numbering	SNN 4	Naming or renaming of house or block of flats (Authority choice of name)	Per premise	£141.75	£146.00	4.25	3.00%	Inflation	
	SNN 5 Street Naming & Numbering	Street Naming & Numbering	SNN 5	Naming or renaming of house or block of flats (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	per unit/street	£234.80	£241.80	7.00	2.98%	Inflation	
	SNN 6 Street Naming & Numbering	Street Naming & Numbering	SNN 6	Naming or renaming of commercial premises (Authority choice of name)	per unit/street	£205.80	£212.00	6.20	3.01%	Inflation	
	SNN 7 Street Naming & Numbering	Street Naming & Numbering	SNN 7	Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	5 to 19 units	£294.75	£303.50	8.75	2.97%	Inflation	



**Re (Other) Fees and Charges**

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	SNN 8 Street Naming & Numbering	Street Naming & Numbering	SNN 8	Retrospective street naming (where an application hasn't been made)	20 to 50 units	£179.00	£184.30	5.30	2.96%	Inflation	
	SNN 9 Street Naming & Numbering	Street Naming & Numbering	SNN 9	Retrospective numbering (where an application hasn't been made)		£179.00	£184.30	5.30	2.96%	Inflation	
	SNN 10 Street Naming & Numbering	Street Naming & Numbering	SNN 10	Numbering new developments Fixed price plus reduced price per unit	Per application reference	£485 + £38.25 per unit	£499.50 + £39.40 per unit	£14.5 + £1.15	2.99%	Inflation	
	SNN 11 Street Naming & Numbering	Street Naming & Numbering	SNN 11			£1065 + £27.45 per unit	£1,096.95 + £28.20 per unit	£31.95 + £0.65	3.00%	Inflation	
	SNN 12 Street Naming & Numbering	Street Naming & Numbering	SNN 12		Per hour (minimum 1 hour charge)	Above 50 units by assessment	Above 50 units by assessment				
	SNN 13 Street Naming & Numbering	Street Naming & Numbering	SNN 13	Written (letter or email) confirmation of official address or additional copies of official notification letter	Per application reference	£30.25	£30.25	0.00	0.00%		
	SNN 14 Street Naming & Numbering	Street Naming & Numbering	SNN 14	Amendment to officially agreed addresses due to change in plot numbers, plot positions, building number - only available within 6 months of decision		£60 plus £6 per unit	£60 plus £6 per unit	0.00	0.00%		
	SNN 15 Street Naming & Numbering	Street Naming & Numbering	SNN 15	Site Visit		£65.00	£65.00	0.00	0.00%		

# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	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	£1,501.79	£1,569.37	£67.58	4.50%		
GT2	Pitches & Lettings	Greenspaces	Cricket season junior (inc pavilion)	Based On A 20 Week Season	£750.87	£784.66	£33.79	4.50%		
GT3	Pitches & Lettings	Greenspaces	Football casual adult (inc pavilion)	Game	£105.47	£110.22	£4.75	4.50%		
GT4	Pitches & Lettings	Greenspaces	Football casual junior (inc pavilion)	Game	£52.38	£54.73	£2.36	4.50%		
GT5	Pitches & Lettings	Greenspaces	Football season adult (inc pavilion)	Based On A 30 Week Season	£1,428.04	£1,492.31	£64.26	4.50%		
GT6	Pitches & Lettings	Greenspaces	Football season junior (inc pavilion)	Based On A 30 Week Season	£713.17	£745.26	£32.09	4.50%		
GT7	Pitches & Lettings	Greenspaces	Football summer adult	Game	£78.38	£81.91	£3.53	4.50%		
GT8	Pitches & Lettings	Greenspaces	Football summer junior	Game	£39.91	£41.71	£1.80	4.50%		
GT9	Pitches & Lettings	Greenspaces	Gaelic season adult (inc pavilion)	Based On A 34 Week Season	£1,523.37	£1,591.92	£68.55	4.50%		
GT10	Pitches & Lettings	Greenspaces	Gaelic season junior (inc pavilion)	Based On A 34 Week Season	£762.35	£796.66	£34.31	4.50%		
GT11	Pitches & Lettings	Greenspaces	Rugby casual adult (inc pavilion)	Game	£98.57	£103.01	£4.44	4.50%		
GT12	Pitches & Lettings	Greenspaces	Rugby casual child (inc pavilion)	Game	£48.87	£51.07	£2.20	4.50%		
GT13	Pitches & Lettings	Greenspaces	Rugby season adult (inc pavilion)	Based On A 34 Week Season	£1,760.58	£1,839.81	£79.23	4.50%		
GT14	Pitches & Lettings	Greenspaces	Rugby season child (inc pavilion)	Based On A 34 Week Season	£916.19	£957.41	£41.23	4.50%		
GT15	Pitches & Lettings	Greenspaces	Tennis per court - Adult	Hour	£7.06	£7.37	£0.32	4.50%		
GT16	Pitches & Lettings	Greenspaces	Tennis per court - Junior	Hour	£3.50	£3.66	£0.16	4.50%		
GT17	Pitches & Lettings	Greenspaces	Tennis per court - Adult & Junior	Hour	£5.30	£5.54	£0.24	4.50%		

## Greenspaces and Trees Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT18	Pitches & Lettings	Greenspaces	Tennis per court - Coaching (Min. 10 bookings)	Hour	£11.95	£12.49	£0.54	4.50%		
GT19	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Hour	£2.68	£2.80	£0.12	4.50%		
GT20	Pitches & Lettings	Greenspaces	Bowls casual - per rink	Hour	£6.80	£7.10	£0.31	4.50%		
GT21	Pitches & Lettings	Greenspaces	Bowls season flat rate (April - Oct)	Each Inc. Pavilion	£139.87	£146.17	£6.29	4.50%		
GT22	Pitches & Lettings	Greenspaces	Bowls Pavilion - Winter use (Nov to Mar)	Each	£33.78	£35.30	£1.52	4.50%		
GT23	Pitches & Lettings	Greenspaces	Cricket casual adult (inc Pavilion)	Game	£131.12	£137.02	£5.90	4.50%		
GT24	Pitches & Lettings	Greenspaces	Cricket casual junior (inc Pavilion)	Game	£66.59	£69.59	£3.00	4.50%		
GT25	Pitches & Lettings	Greenspaces	Cricket nets adult	Hour	£8.09	£8.45	£0.36	4.50%		
GT26	Pitches & Lettings	Greenspaces	Cricket nets junior	Hour	£3.97	£4.14	£0.18	4.50%		
GT27	Pitches & Lettings	Greenspaces	Netball/Multi sport court booking	Per game	£10.30	£10.76	£0.46	4.50%		
GT28	Pitches & Lettings	Greenspaces	Netball/Multi sport court	hour	£15.24	£15.93	£0.69	4.50%		
GT29	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Hour	£5.25	£5.49	£0.24	4.50%		
GT30	Schools Pitches and lettings	Greenspaces	LBB Schools Rounders (inc pavilion)	Per Game	£22.87	£23.89	£1.03	4.50%		

# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT31	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rugby (inc pavilion)	Per Game	£31.62	£33.04	£1.42	4.50%		
GT32	Schools Pitches and lettings	Greenspaces	Pavilion hire for schools or groups such as cubs and scouts	Session (Max 2 Hours)	£16.63	£17.38	£0.75	4.50%		
GT33	Schools Pitches and lettings	Greenspaces	LBB Schools Cricket (inc pavilion)	Per Game	£37.13	£38.80	£1.67	4.50%		
GT34	Schools Pitches and lettings	Greenspaces	LBB Schools Football (inc pavilion)	Per Game	£24.05	£25.13	£1.08	4.50%		
GT35	Schools Pitches and lettings	Greenspaces	LBB Schools Rugby (inc pavilion)	Per Game	£26.16	£27.34	£1.18	4.50%		
GT36	Schools Pitches and lettings	Greenspaces	Non LBB Schools Cricket (inc pavilion)	Per Game	£39.91	£41.71	£1.80	4.50%		
GT37	Schools Pitches and lettings	Greenspaces	Non LBB Schools Football (inc pavilion)	Per Game	£28.63	£29.92	£1.29	4.50%		
GT38	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rounders (inc pavilion)	Per Game	£25.08	£26.21	£1.13	4.50%		
GT39	Schools Pitches and lettings	Greenspaces	Site hire (inc pavilion) for events/sports days etc	Per Booking	£24.05	£25.13	£1.08	4.50%		
GT40	Schools Pitches and lettings	Greenspaces	Netball/Multi sport court booking	Per game	£8.09	£8.45	£0.36	4.50%		
GT41	Other Bookings	Greenspaces	Storage room rental small	Per Event	£16.89	£17.65	£0.76	4.50%		
GT42	Other Bookings	Greenspaces	Storage room rental large	Per Event	£28.33	£29.60	£1.27	4.50%		

# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT43	Other Bookings	Greenspaces	Charge for bounced cheques	Per Event	£57.58	£60.17	£2.59	4.50%		
GT44	Other Bookings	Greenspaces	Admin charge for changing dates etc	Per Event	£11.43	£11.95	£0.51	4.50%		
GT45	Other Bookings	Greenspaces	Pavilion with event/sports booking per hour (min charge 2 hrs per day)	Per Event	£16.63	£17.38	£0.75	4.50%		
GT46	Other Bookings	Greenspaces	Pavilion - without sport booking per hour (min charge 2 hrs per day)	Per Event	£33.78	£35.30	£1.52	4.50%		
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	£103.26	£107.90	£4.65	4.50%		
GT48	Other Bookings	Greenspaces	Sports markings - 8x100m track similar	Per Event	£103.26	£107.90	£4.65	4.50%		
GT49	Other Bookings	Greenspaces	Postage - per set of keys return and or collection	Per Event	£11.43	£11.95	£0.51	4.50%		
GT50	Other Bookings	Greenspaces	Sports course bookings (no pavilion) 2hrs max per day	Per Event	£24.05	£25.13	£1.08	4.50%		
GT51	Other Bookings	Greenspaces	Sports course bookings (no pavilion) over 2hrs per day	Per Event	£60.62	£63.34	£2.73	4.50%		

# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT52	Other Bookings	Greenspaces	Fitness programmes i.e. exercise classes. - Min. 20 session booking	Per Event	£11.95	£12.49	£0.54	4.50%		
GT53	Other Bookings	Greenspaces	Sport markings - 200 m track	Per Event	£194.21	£202.95	£8.74	4.50%		
GT54	Other Bookings	Greenspaces	Sport markings - 400 m track	Per Event	£327.59	£342.33	£14.74	4.50%		
GT55	Other Bookings	Greenspaces	Additional markings (eg relay boxes, markers)	Per Event	£24.05	£25.13	£1.08	4.50%		
GT56	Other Bookings	Greenspaces	Not for profit fitness programmes - ie volunteer led programmes	One off fee, every 6 months	£54.59	£57.05	£2.46	4.50%		
GT57	Other Bookings	Greenspaces	Over mark for sports markings	Per Event	£36.00	£37.62	£1.62	4.50%		
GT58	Tree Inspection / Survey. Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per hour / day	£298.70 per day (£44.65 per hour)	£312.14 per day (£46.66 per hour)	£13.44 per day (2.01 per hour)	4.50%		
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	£69.63	£72.76	£3.13	4.50%		

# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT60	Trees - Professional advice	Greenspaces	Assessment of development impact on public trees	Per hour	£91.05	£95.15	£4.10	4.50%		
GT61	Memorial Tree	Greenspaces	Memorial Tree (Standard 45/65 litre, 12-14cm girth)	Per Tree, Species Varies	Price on application	Price on application	£0.00	0.00%		
GT62	Events	Greenspaces	Commercial event - Fun Fairs (up to 12 rides) and Private Functions	Per Event (Per Day)	£661.21	£690.96	£29.75	4.50%	- 25% discount is applied to non-trading e.g set and close down of the event - Events are priced by estimated attendance however prices may differ when spatial requirements need consideration	
GT63	Events	Greenspaces	Commercial Events - size 1-100	Per Event (Per Day)	£295.10	£308.37	£13.28	4.50%		
GT64	Events	Greenspaces	- Event size 101- 1,000	Per Event (Per Day)	£661.21	£690.96	£29.75	4.50%		
GT65	Events	Greenspaces	- Event size 1,001- 2,500	Per Event (Per Day)	£885.59	£925.45	£39.85	4.50%		
GT66	Events	Greenspaces	- Event size 2,501- 5,000	Per Event (Per Day)	£1,180.69	£1,233.82	£53.13	4.50%		
GT67	Events	Greenspaces	- Event size 5,000 +	Per Event (Per Day)	Price on application	Price on application	£0.00	0.00%		

# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT68	Events	Greenspaces	Community Event	Per Event (Per Day)	£0.00	£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. - A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Strategic Director Environment	
GT69	Events	Greenspaces	Charity Event	Per Event (Per Day)	£0.00	£0.00	£0.00	0.00%	Standard charges for different types of event inline with the events policy. 80% discount on commercial rate for charity events - A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Strategic Director Environment	



# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT70	Events	Greenspaces	Banner in/on Parks	Per Week	£31.52	£32.94	£1.42	4.50%	Charge to manage appropriate display of publicity materials. A weekly charge for displaying an advertisement banner on park fencing/furniture or free standing e.g. fairs, fetes, fitness groups etc	
GT71	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 30 mins	Per Visit	£0.00	£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	£1.00	£0.00	0.00%		
GT73	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 2 hours	Per Visit	£1.50	£1.50	£0.00	0.00%		
GT74	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 3 hours	Per Visit	£2.00	£2.00	£0.00	0.00%		
GT75	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - Up to 4 hours	Per Visit	£5.00	£5.00	£0.00	0.00%		
GT76	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - All Day	Per Visit	£6.00	£6.00	£0.00	0.00%		
GT77	Allotments	Greenspaces	Rent - Residents of the Borough per pole	Each	£12.67	£13.24	£0.57	4.50%	No concessionary discount for over 60's.	

# **Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT78	Allotments	Greenspaces	Rent - Non Residents of the Borough per pole	Each	£26.47	£27.66	£1.19	4.50%	No concessionary discount for over 60's.	
GT79	Allotments	Greenspaces	Water per pole	Each	£1.69	£1.77	£0.08	4.50%	No concessionary discount for over 60's.	

# Animal Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
AL1	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - New Application	Each application		Fee 1: £125 + inspection fee. Fee 2: £150			New	
AL2	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Variation of Licence	Each application		£125 + inspection fee (if required)			New	
AL3	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Transfer	Each application		£125.00	£125.00		New	
AL4	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Change of Details	Each application		£25.00	£25.00		New	
AL5	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Duplicate Licence	Each application		£20.00	£20.00		New	
AL6	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Request Revisit	Each application		£40 + inspection fee			New	

# Fire Safety Sprinkler Systems (Housing Revenue Account)

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
HRA	Fire safety sprinkler systems	Housing Management	To recover the cost of Fire Safety Sprinkler system maintaining and servicing	1 Bed	£0.00	£4.00			New Charge	To recover full cost
HRA	Fire safety sprinkler systems	Housing Management	To recover the cost of Fire Safety Sprinkler system maintaining and servicing	2 Bed	£0.00	£4.69			New Charge	To recover full cost
HRA	Fire safety sprinkler systems	Housing Management	To recover the cost of Fire Safety Sprinkler system maintaining and servicing	3 Bed	£0.00	£5.20			New Charge	To recover full cost

# **Appendix I**

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## **Business Planning 2019/20-2023/2024**

## **General Budget Consultation 2019/20**

## **Detailed findings**

**12 December 2018 – 16 January 2019**

**Consultation, Commissioning Group**

## 1. Introduction

This report sets out the detailed consultation findings from the General Budget Consultation 2019/20 which will be presented as part of the budget paper at Policy and Resources on 18 February 2019 and Full Council on 5 March 2019.

## 2. Summary of approach

The 2019/20 General Budget Consultation began after Policy and Resources Committee on 12 December 2018 and concluded on 16 January 2019.

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 2019/20 savings. The outcomes of these consultations are being reported into committee decision making processes.

### 2.1 Technical details and method

**In summary, the consultation was administered as follows:**

- 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 residents' e newsletter, 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 the Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super-user mailing lists.

### 2.2 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the proposed 2019/20 budget and options on how to meet the budget gap over the MTFS 2019-24 period. In particular the consultation invited views on:

- The overall budget and the savings and income generation proposals for 2019/20;
- General Council Tax increases;
- How to bridge the remaining budget gap from 2020 to 2024.

## GENERAL BUDGET CONSULTATION 2019/20

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. Links to the Theme Committee's Business Plan papers were also provided as additional information.

Those respondents who elected to receive a paper copy were also sent the consultation document and the 2019/20 savings and/or income proposals.

### 2.3 Response to the consultation

A total of 198 questionnaires have been completed -197 online, and one paper questionnaire.

#### 2.3.1 Response profile

The table below shows the profile of those who responded to the questionnaire.

**Table 1: Profile of those who responded to the General Budget Consultation**

Stakeholder	Questionnaire response	
	%	Base
Barnet resident	89%	119
Working within the London Borough of Barnet area	2%	2
Barnet business	2%	2
Representing a voluntary/community organisation	3%	4
Representing a public-sector organisation	0%	0
Representing a school	0%	0
Other	2%	2
Prefer not to say	3%	4
<b>Total</b>	<b>101%<sup>1</sup></b>	<b>133</b>
<b>Not Answered</b>		<b>65</b>

There were also nine written responses: five from businesses; two from community groups and two from residents. These responses have also been incorporated into the findings and further details are provided in section 4.4 of this report.

A petition was also received that was against the council's proposals regarding the Education Services Grant. This petition has been looked at separately.

<sup>1</sup> The total adds up to more than 100% due to rounding

## 2.3.2 Profile of 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 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 information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018).

Table 2 below shows the profile of these who answered these questions. However, due to the low completion of these questions (51% to 58%), it has not been possible to do any demographic analysis on the consultation findings.

**Table 2: Protected Characteristic, profile of those that completed the questionnaire**

Protected Characteristic	Response	
	Number	%
Age		
16-17	1	1%*
18-24	1	1%*
25-34	11	10%*
35-44	21	19%*
45-54	29	26%*
55-64	24	21%*
65-74	20	18%*
75+	6	5%*
Not answered / prefer not to say	85	43%
Answered	113	57%
<b>Total</b>	<b>198</b>	<b>100%</b>

Disability		
Yes	20	18%*
No	94	82%*
Not answered / prefer not to say	84	42%
Answered	114	58%
<b>Total</b>	<b>198</b>	<b>100%</b>



## GENERAL BUDGET CONSULTATION 2019/20

Protected Characteristic	Response	
	Number	%
Gender		
Female	50	45%*
Male	62	55%*
If you prefer your own term	0	0%*
Not answered / prefer not to say	86	43%
Answered	112	57%
<b>Total</b>	<b>198</b>	<b>100%</b>

Is your gender identity different to the sex you were assumed to be at birth?		
Yes, it's different	1	1%*
No, it's the same	111	99%*
Not answered / prefer not to say	86	43%
Answered	112	57%
<b>Total</b>	<b>198</b>	<b>100%</b>

Disability		
Yes	20	18%*
No	94	82%*
Not answered / prefer not to say	84	42%
Answered	114	58%
<b>Total</b>	<b>198</b>	<b>100%</b>
Ethnicity		
Black	1	1%*
Asian	10	9%*
White	87	82%*
Other	8	8%*
Not answered / prefer not to say	92	46%
Answered	106	54%
<b>Total</b>	<b>198</b>	<b>100%</b>
Faith		
Baha'i	0	0%*
Buddhist	2	2%*
Christian	37	36%*
Hindu	5	5%*
Humanist	1	1%*

## GENERAL BUDGET CONSULTATION 2019/20

Protected Characteristic	Response	
	Number	%
Jain	1	1%*
Jewish	19	18%*
Muslim	0	0%*
Sikh	0	0%*
No religion	38	37%*
Other Faith	1	1%*
Not answered / prefer not to say	94	47%
Answered	104	53%
<b>Total</b>	<b>198</b>	<b>100%</b>
Pregnancy		
Pregnant	1	2%*
On maternity leave	1	2%*
Neither	46	96%*
Not answered / prefer not to say	150	76%
Answered	48	24%
<b>Total</b>	<b>198</b>	<b>100%</b>
Sexuality		
Bisexual	2	2%*
Gay	1	1%*
Heterosexual	96	96%*
Lesbian	0	0%*
Other	1	1%*
Prefer to define your sexuality in other terms	0	0%*
Not answered / prefer not to say	98	49%
Answered	100	51%
<b>Total</b>	<b>198</b>	<b>100%</b>

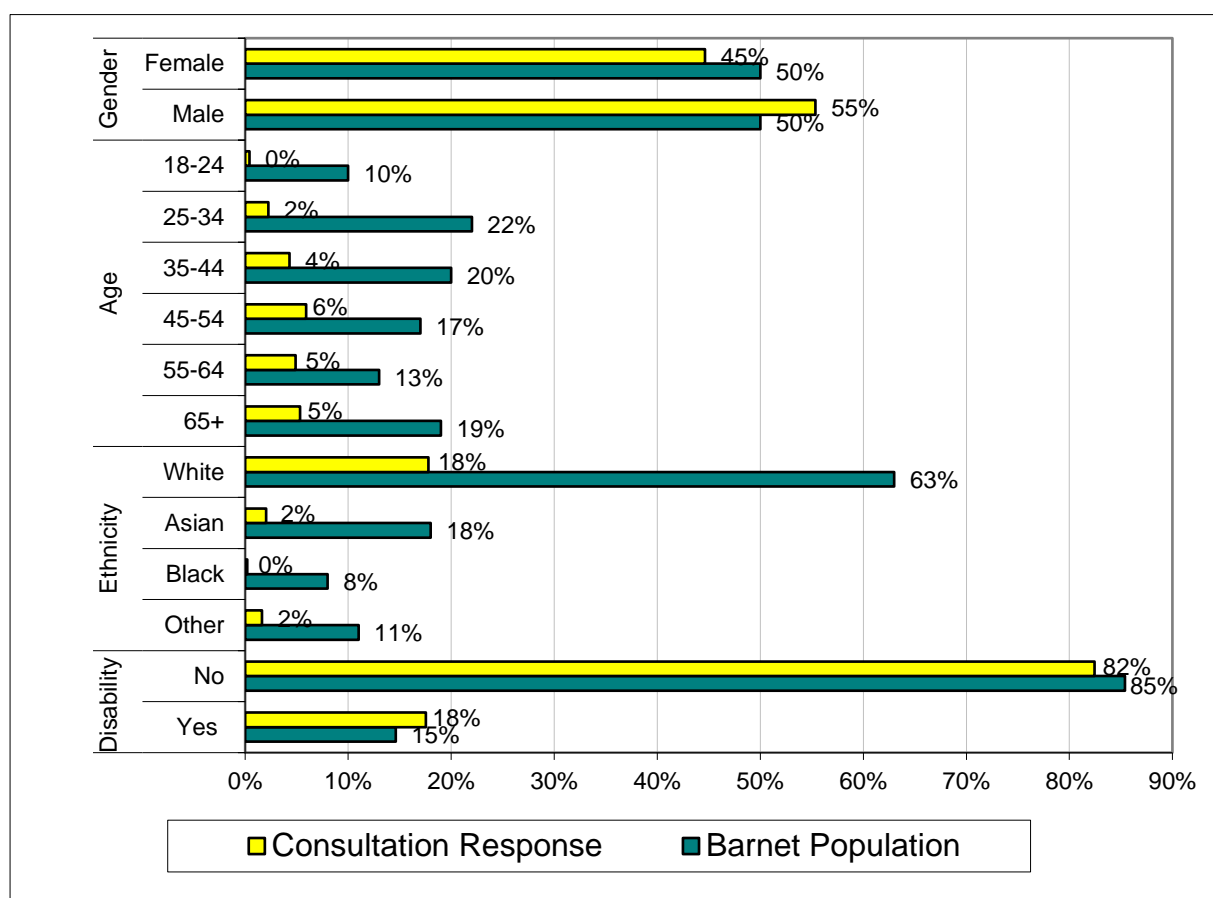
\* Percentages are based on the number of respondents who answered the question.

### 2..3.3 Profile of key demographics

Chart 1 over the page shows the profile of those who responded to the questionnaire in terms of key demographics compared to the population of Barnet.

However, again due to the low completion of the diversity monitoring questions (51% to 58%), it is difficult to draw any conclusions on how representative the response to the consultation is in terms of the borough's actual population.

**Chart 1: General Budget Consultation profile – key demographics**



## 2.7 Calculating and reporting on results

- The results for each question are based on “valid 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.
- Where percentages do not add up to 100, this may be due to rounding, or the question is multi-coded - i.e. respondents could give more than one answer. The open-ended questions are multi-coded, as respondents could write in more than one comment, and therefore the tables on verbatim comments add up to more than 100%.
- All open-ended responses have been classified based on the main themes arising from the comments, so that they can be summarised. It should also be noted that the responses were very varied, however there were a number of common themes that were evident, and the most common themes have been summarised in this report.

### 3. Results in detail:

#### 3.1 Views on a General Council Tax increase

Respondents were asked to what extent they support the council's proposal:

- To increase general Council Tax by 2.99% in 2019/20;
- To increase general Council Tax by 2.99% annually from 2020/21 to 2023/24.

Respondents were also asked if they would be willing to accept an increase in general Council Tax of more than 2.99% if this option became available from central government in the future.

A summary of the response to these questions is provided below and a full break down can be found in table 3 over the page.

##### 3.1.1 The council's proposal to increase general Council Tax by 2.99% in 2019/20

Over half of respondents (56%) support the council's proposal to increase general Council Tax by 2.99% in 2019/20. Just over a quarter of respondents (28%) oppose the increase, with the remainder indicating they 'neither support or oppose' (11%) or that they 'don't know' (5%).

##### 3.1.2 The council's proposal to increase general Council Tax annually by 2.99% from 2020/21 to 2024.

There are similar levels of support (51%) for a further annual general Council Tax increase of 2.99% in the subsequent MTFS years, 2020/21 to 2023/24. A third of respondents (34%) oppose an annual increase of 2.99% of General Council Tax in subsequent years, with the remainder indicating they 'neither support or oppose' (9%) or that they 'don't know' (6%).

##### 3.1.3 A general Council Tax increase of more than 2.99% if this became available in the future

There was slightly less support for an increase in general Council Tax of more than 2.99% if this became available. Two fifths of respondents (40%) support an increase in general Council Tax of more than 2.99% if it became available. However, more respondents oppose this further increase (47%), with the remainder indicating they 'neither support or oppose' (8%) or that they 'don't know' (6%).

## GENERAL BUDGET CONSULTATION 2019/20

**Table 3: Respondents level of support for general Council Tax increases**

	General Council Tax of 2.99% increase in 2019/20		General Council Tax of 2.99% annual increase 2021 to 2024		General Council Tax increase of more than 2.99% if it became available	
	%	Base	%	Base	%	Base
Strongly support	35.12%	59	29.45%	48	21.28%	30
Tend to support	20.83%	35	21.47%	35	18.44%	26
Neither support nor oppose	11.31%	19	9.20%	15	7.80%	11
Tend to oppose	7.74%	13	14.11%	23	13.48%	19
Strongly oppose	20.24%	34	19.63%	32	33.33%	47
Don't know	4.76%	8	6.13%	10	5.67%	8
<b>Total</b>	<b>100%</b>	<b>168</b>	<b>100%</b>	<b>163</b>	<b>100%</b>	<b>141</b>

### 3.2 Further options for closing the budget gap from 2020/21 to 2023/24

Respondents were presented with further options for closing the remaining budget gap from 2020/21 to 2023/24:

- Reduction in the council's investment programme;
- Make further savings within our Theme Committees;
- Make further use of limited reserves.

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.

#### 3.2.1 Level of support for each option

Table 4 shows making further use of limited reserves received the most support (45%), followed by further savings within Theme Committees (33%). There was much less support for reducing the council's investment programme (25%).

**Table 4: Level of support for each proposal**

To what extent do you support or oppose the three additional options presented?	Support		Neither support nor oppose		Oppose		Don't know / not sure		Total
	%	Base	%	Base	%	Base	%	Base	Base
Making further use of limited reserves	45%	65	20%	29	27%	39	8%	12	145
Making further savings within our Theme Committees	33%	48	16%	23	43%	63	8%	11	145
Reduction in the council's investment programme	25%	36	16%	23	54%	79	5%	7	145

## 3.1.2 Ranking of options to close the budget gap

Respondents ranked the proposals in the same order as their level of support:

- 1st preferred proposal: Making further use of limited reserves.
- 2nd preferred proposal: Making further savings within the Theme Committees
- 3rd preferred proposal: Reduction in the council's investment programme.

**Table 5: Ranking of proposals to close the budget gap from 2020/21 to 2024**

Further proposals	Score	Rank <sup>1</sup>
Making further use of limited reserves	291	1
Making further savings within our Theme Committees	267	2
Reduction in the council's investment programme	241	3

## 4. Overall budget and saving/income proposals for 2019/20

### 4.1 Overall budget for 2019/20

Respondents were asked if they had any comments to make on the overall budget for 2019/20. Of those who responded to the questionnaire, 121 out of 198 gave a response to this question.

The type of comments received were varied, however there were some common themes that were evident.

The most common themes that received a response of 6% or more has been summarised below. Percentages are based on those who answered this question<sup>2</sup>

- Concerns about Barnet's Leadership / Ability to implement change / Ability to deliver services, 12% (14 respondents);
- Agree with an increase in Council Tax, 11% (13 respondents);
- Children, Education and Safeguarding Committee: Concerned about Education budget, concern for cuts / Too little budget for Education, 10% (12 respondents)  
One resident who submitted a written response was also concerned about education;

<sup>1</sup> 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

<sup>2</sup>- Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 216 different types of comments were received from the 121 respondents who answered this question.

- Policy and Resources is excessive / Takes a large amount of the available funds / P & R could deliver more efficiencies, 9% (11 respondents);
- Concerns on Barnet Council's financial management abilities / Allocation of financial resources / Concerns for causes of deficit (including Capita), 8 % (10 respondents);
- R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste, 8% (10 respondents). One resident who submitted a written response was also against this saving line;
- Comments on the consultation / Consultation document: More information required / More transparency needed / Less positive spin required / Lacked policy impact details, 8% (10 respondents).
- Adults and Safeguarding Committee, E6 Meeting eligible needs in more cost-effective settings proposal: Not supportive of this saving line/ Disagree with / Turning the clock back on disability rights / Savings line is against Human Rights, 6% (7 respondents). Two written responses received from representatives of a community group also cited similar concerns about this saving line;
- Shouldn't have frozen Council Tax in recent years, 6% (7 respondents).

Respondents also made comments on the Environment, R2 line: Revised Waste Offer. This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals.

- Respondents cited that they were against any reductions in weekly recycling and/or refuse collection, 15% (18 respondents). Two residents who submitted written responses also cited similar concerns about R2.

Table 6 over the page provides full details of the types comments received on the overall budget for 2019/20. The comments have been coded by Theme Committee. It should be noted that respondents wrote extensive responses, often giving views on many different topics. These comments have been coded into themes and are set out in the table below. To provide context, examples of some of the types of comments are listed. Comments that were only cited by one respondent have been grouped under 'other'.

# GENERAL BUDGET CONSULTATION 2019/20

**Table 6: Comments on the council's 2019/20 proposed budget.**

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
Types of comment	Number of comments	% <sup>1</sup>
<b>Adults and Safeguarding Committee</b>		
<b>E6 Meeting eligible needs in more cost effective settings: Not supportive of / Disagree with/ Turning the clock back on disability rights/ Saving line is against Human Rights:</b> Not supportive of the proposal to force disabled people into care homes / Sad to learn elderly people in their own home being subjected to pressure to be moved into a Care Home to help the council meet its financial obligations / Disabled people should have a choice to where they live under the Human Rights Act a right to a family life / Against "removing the right to 'community by default' placements in adult support plans".	<b>7</b>	<b>6%</b>
<b>Concerned about the cuts/staffing reductions in the area of adult social care:</b> Very unhappy with the proposed cuts / Concerns re: staffing efficiencies and focuses on disbanding the Safeguarding - concerns for quality and practice team / No detailed consideration as to delivery - must protect front-line mental health services for adults.	<b>4</b>	<b>3%</b>
<b>Other Adults and Safeguarding Committee Comments</b>	<b>3</b>	<b>2%</b>
<b>Assets, Regeneration and Growth Committee</b>		
<b>Comments about increasing revenue from Assets Regeneration and Growth:</b> To what extent is the new regeneration being sensibly used to generate increased revenue? / Did you considered selling some of your assets, commercial, residential, financial investments etc. to deal with the budget constrains? / Increase revenue through council tax from the thousands of flats built in the borough in recent years? / The council is missing opportunities - engage proper property professionals (not Capita) to advise a proper strategic review of assets.	<b>5</b>	<b>4%</b>
<b>Other Asset, Regeneration and Growth Committee comments</b>	<b>3</b>	<b>2%</b>
<b>Children, Education and Safeguarding Committee</b>		
	<b>Number of comments</b>	<b>%</b>

<sup>1</sup> Percentage based on number of respondents who answered this question, 121



## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
Types of comment	Number of comments	% <sup>1</sup>
<b>Concerned about Education budget, Concern for cuts / Too little budget for Education:</b> Concerned about the planned cuts in funding for schools in Barnet / More money needed for Education / I feel very strongly that the council is risking our children's education with the proposal in your estimated 2019 - 2020 budget / Transfer some from P&R to schools / Try not to cut on children education / There is severe underfunding in all schools and there is a desperate need for more secondary school provision particularly in the N3 area.	<b>12</b>	<b>10%</b>
<b>Concerns about reducing Children and safeguarding budget:</b> Children must be protected as far as possible / Concerned Adult budget is higher than the Children, Education and Safeguarding budget - should invest in children.	<b>3</b>	<b>2%</b>
<b>Other Children, Education, and Safeguarding Committee comments</b>	<b>2</b>	<b>2%</b>
Community Leadership and Libraries Committee	Number of comments	%
<b>Other comment:</b> Painfully little is going to be spent on libraries.	<b>1</b>	<b>1%</b>
Environment Committee	Number of comments	%
<b>R2: Revised Waste Offer to increase recycling (This proposal was marked as information only. The proposal is not going ahead is not part of the savings proposals).</b> <b>Against any reductions in weekly recycling and refuse collection:</b> Against having the bins collected every 2 weeks / I am very unhappy - we will see fly tipping occurring / Please collect every week in order to keep our streets clean and healthy / 1 year ago it was a major campaign issue in the last local election to keep regular bin collection / Against changes to current bin collections as this will lead to overflowing bin increase in vermin / Totally opposed to any reduction in the blue and grey bin collection service / As a family of four our bin is full each week. If collections are reduced our bins will not close and then bin men.	<b>18</b>	<b>15%</b>

# GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments on the council's 2019/20 proposed budget?		
Total Sample	198	
Number of respondents who completed this question	121	61%
Number of respondents who did not answer this question	77	39%
Types of comment	Number of comments	% <sup>1</sup>
<b>R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste:</b> Idea of charging for green bin is dreadful - We pay enough council tax so its outrageous / Charging for green waste collection will simply lead to fewer people participating, and more compostable rubbish will end up in landfill / The cheek of asking us to pay for bin collection too / Totally against having to pay for recycling rubbish - Things will be dumped either on the streets or into other people's dustbins if there is a charge / Charging - those who have the lowest income would be worst affected.	10	8%
<b>Concerns with proposed cuts to Environment / Environment Committee budget should be increased:</b> The proposed savings are much bigger (proportion) than in the other areas – why? / Saving on environmental services is detrimental to residents / This is one of the most front-line areas of the council spending with the biggest impact on all residents. Cuts here would really harm the desirability of the borough / Environmental committee should be upped to £2 million.	5	4%
<b>Concerns about recent bin collections / Reorganisation of bin collections:</b> The bin collections have not been working since days were changed in December / Barnet council cannot manage a successful bin collection service at all / Barnet has failed to collect Blue and Black bins on time on the correct date / Attempt at savings on general waste collection bringing in larger lorries are not successful.	6	5%
<b>More money needs to be spent on repairing roads and potholes:</b> I am a 75-year-old cyclist and appalled at the state of the potholes in the roads / Please spend more on roads and pavements.	3	2%
<b>Parts of Barnet feel in decline / No longer a 'pleasant, well-maintained borough':</b> So many parts of Barnet feel in decline / East Finchley has a terrible litter problem on all the roads -shouldn't cut back on is litter picking.	3	2%
<b>Agree with increased CPZ parking restrictions / Raise the cost of parking or PCN tickets.</b>	2	2%
<b>Please bring back brown bin collection:</b> I was very upset to have the brown composting no longer taken.	2	2%
<b>Other Environment Committee Comments</b>	8	7%

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Housing Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Not enough being spent on housing:</b> Painfully little is going to be spent on housing / Amount being spent on housing seems to be very low considering housing issues / The amount allocated for housing seems very low, especially considering the implications of the Grenfell findings / There seems to be very little budgeted for housing.	<b>6</b>	<b>5%</b>
<b>Other Housing Committee comments</b>	<b>1</b>	<b>1%</b>
<b>Policy and Resources Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Policy and Resources is excessive / Takes a large amount of the available funds / P &amp; R could deliver more efficiencies:</b> Policy and Resource Committee budget looks excessive / Policy and Resources Committee Tackles vital strategic policy decisions but it takes up 26% of the council's budget / P & R savings should be upped to £2 million / More could be done to encourage the policy and resources line to deliver efficiencies to make up the funding gap ( 7% is considerably less than central government departments have been expected to reduce similar administrative expenditure over the same period) / Savings should be made by reducing or cutting waste, efficiency measures and savings made from back office services / Seems excessive compared to Children, Education and Safeguarding Committee.	<b>11</b>	<b>9%</b>
<b>Other Policy and Resources Committee comments</b>	<b>4</b>	
<b>Public Health</b>	<b>Number of comments</b>	<b>%</b>
<b>Public Health budget seems very low/ Much more needs to be spend on healthcare funding</b>	<b>2</b>	<b>2%</b>
<b>Other Public Health comments:</b> Making savings from within the Public Health Budget - Many public health programmes have poor evidence of improvements in health outcomes.	<b>1</b>	<b>1%</b>

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Comments on Council Tax</b>	<b>Number of comments</b>	<b>%</b>
<b>Agree with an increase in Council Tax:</b> Happy that you increase your local taxes as appropriate / You need to raise council tax in order to afford the services that our communities need / I support raising the council tax as long as front line services are maintained - or even improved / I fully support the funding gap being filled as far as possible with an increase in council tax and the social care precept by 2.99% / Prioritise providing high quality shared services above freezing council tax / We need to pay more in Council Tax to maintain our borough properly which is not being done at present / I would propose that Council Tax rates are uplifted by the maximum amount possible.	<b>13</b>	<b>11%</b>
<b>Suggestions to increase Council Tax past the suggested 2.99%:</b> Band D households pay an increase of 4% pa to help balance the deficit / Council taxes need to increase, I would be happy to consider increase above 2.99% / Would prefer that there be a higher rate of increase in council tax if referendum supports it.	<b>4</b>	<b>3%</b>
<b>Shouldn't have frozen Council Tax in recent years:</b> Why did the council choose to reduce council tax or keep it unchanged in the last few years even though it was entirely obvious that Barnet's finances were in poor shape? / Policy of no increase in council tax, which contributed to its current dire budgetary condition / Failed to manage the deficit effectively through a failure to raise Council Tax income / Ideological mantras about keeping taxes lower - It got Northampton into bankruptcy / The Council should prioritise providing high quality shared services above freezing council tax which is a false economy.	<b>7</b>	<b>6%</b>
<b>Please ensure council tax not increased:</b> Very much against a Council Tax rise already one of highest London rates/ You increase our rates annually, and we're not all millionaires/ I do not agree with your proposals to raise the council tax bill - My wages do not go up in line with all these increases and it puts my family under huge financial pressure.	<b>5</b>	<b>4%</b>
<b>Other Council Tax comments</b>	<b>1</b>	<b>1%</b>

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Other comments not relating Theme Committees</b>	<b>Number of comments</b>	<b>%</b>
<p><b>Concerns about Barnet's Leadership / Ability to implement change / Ability to deliver services:</b></p> <p>Deeply concerned that the planning, strategy and management failures are deep seated / You would save a fortune if you delivered all services "right first time"/ Is there a more badly run council than Barnet? / Barnet really needs a change in leadership / Needs a cohesive can-do attitude from those implementing and managing the changes. I have seen nothing in recent years that demonstrate that Barnet council have the capability to achieve this / The executive appears to have lost all control of its officers and its outsourced services / I voted for you to manage and do the work efficiently / Council should cancel all non-essential expenditure that benefit only members / Whether there needs to be 32 London Boroughs plus the City is a hard question but there is certainly no case for 32 London Borough Chief Executives and their Corporate Management teams/ I think too much money is allocated to safeguarding in general - maybe a service restructure is in order.</p>	<b>14</b>	<b>12%</b>
<p><b>Concerns on Barnet Council financial management abilities / Allocation of financial resources / Concerns for causes of deficit (including Capita):</b></p> <p>Are you sure that you at Barnet Council used all money properly? / Without a clear understanding of what went wrong, how can we be sure the council will avoid it in future? Some reassurance on this matter would be appreciated / To what extent has Capita's failings and your own incompetence contributed to this deficit? / Compared to four other London boroughs I have lived in over the last decade, I would say Barnet is the least competent and poorest value / Concerns money is not being utilised effectively and business rate retention would not aid financial position / You are lending Saracens £30million to build a stand at their stadium. The money is needed elsewhere / Get your house in order - Salaries for executives are out of control (should be comparable to nurses) / If you hadn't wasted all our money on ridiculous contacts with Capita and provided services yourselves then maybe we wouldn't be in this mess / Much greater scrutiny of the value of third party contracts.</p>	<b>10</b>	<b>8%</b>
<p><b>Agree with 2019/20 budget consultation proposals:</b> Agree with use of reserves in so far as is prudent and agree with cutting loan and saving on interest/ The proposals seem sound / The council has taken the right approach to plan with a longer-term perspective / I like the 3- priorities set out in the consultation document. / I am pleased that the Council has taken a medium-term approach to financial planning / I'm generally very happy with Barnet as a borough and think it is one of the nicest in London.</p>	<b>6</b>	<b>5%</b>

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Comments on understanding the difficult decisions the council has to make:</b> Enormous sympathy with the difficult choices that must be made / The council clearly needs to go over budget in order to address the needs of the local borough and let the government know that their contribution is inadequate / I appreciate that Government policy has squeezed and cut funding to local authorities / I do not envy the decisions that will have to be made and deciding where and how to allocate resources is a very difficult one / It is a fine balance that the council has to do between providing essential services and keeping within budget / You need the wisdom of Solomon to try and accommodate all that our borough needs.	<b>6</b>	<b>5%</b>
<b>Barnet Council should lobby central government for more funds:</b> Implore you to raise these education concerns with the Secretary for Education and the Treasury/ Central government funding is insufficient / Council has a duty to lobby central government for an increased grant / Tell government that their contribution is inadequate.	<b>4</b>	<b>3%</b>
<b>Concern's that the council priorities don't align to the cuts / Not honest in approach:</b> Your set of priorities are odd as to date you have done nothing but cut and neglect these areas / Your priorities seem strange when these are areas you are neglecting / Apologise for having had to make such drastic cuts and for continuing to have to make more - be honest in your approach.	<b>3</b>	<b>2%</b>
<b>Consultation process/literature</b>	<b>Number of comments</b>	<b>%</b>
<b>Comments on the consultation / Consultation document: More information needed / More transparency needed/ Less positive spin required / Lacked policy impact detail:</b> I don't feel I have enough knowledge of what things cost and what expenditure the council has to comment / You do not clearly state the impact to services of your policies / The information is presented on an opaque manner - It would be refreshing to credit Barnet residents with the understanding that hard choices are being made and to attempt to get a genuine view of what is least bad. The positive spin merely obscures the real issues and denies true democratic participation / All resident should receive the Consultation document by post / It is somewhat impenetrable as there is no indication of what Policy Theme Committee might spend money on / Greater transparency in the information needed as to if its budget driven or service improvement / The consultation document is inadequate. It does not provide any real sense of what the choices in budget planning mean in practice / proposals are presented at such a high level that it is very difficult to give any opinion.	<b>10</b>	<b>8%</b>

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments on the council's 2019/20 proposed budget?		
Total Sample	198	
Number of respondents who completed this question	121	61%
Number of respondents who did not answer this question	77	39%
Types of comment	Number of comments	% <sup>1</sup>
<b>Consultation access difficulties:</b> Consultation document was unobtainable and feel excluded/ Consultation document was not accessible / Unable to access either page 7 or 8 at question 1 or 2 in the questionnaire.	3	2%
<b>Positive comment on the consultation document:</b> Thank you for the consultation document - it's a good length and easy to understand / Good length.	2	2%
Other Comments	Number of comments	%
<b>General concerns in cuts:</b> Very worry to read about more cuts to front line services/ services already cut to the bone.	2	2%
Total number of different type of comments	216	175%

### 4.2 Theme Committee saving/income proposals for 2019/20

Respondents were also asked if they had any comments to make about the saving and income proposals identified for 2019/20. Of those who responded to the questionnaire, 60 out of 198 gave a response to this question. The most common themes which received a response of 6% or more have been summarised below. Percentages are based on those who answered this question<sup>1</sup>. Further details of all the comments are provided in table 7.

Again, the response to this question were varied and the most common themes, have been summarised below:

- Adults and Safeguarding Committee, E6 Meeting eligible needs in more cost-effective settings: *Not supportive on this saving line / Disagree with / High concerns / Not legal / Going in the wrong direction / Turning the clock back on disability / It's against human rights*, 15% (9 respondents). Two written responses from representatives of a community group also cited similar concerns about this saving line;
- Environment, R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste, 10% (6 respondents). One resident who submitted a written response was also against also against R5;
- Environment, *Bring back food waste recycling/brown bins*, 8% (5 respondents);

<sup>1</sup> As on the previous question many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 117 different types of comments were received from the 60 respondents who answered this question.



- ARG income suggestions: *Consider selling off assets/ Barnet should partner with Housing Associations and convert commercial assets into residential developments / bring empty private properties into use to increase revenues*, 8% (5 respondents);
- Comments about the consultation document: *Make an easier to read document that includes everything / Lack of executive summaries - the planned cuts are easily hidden in the complexity / Is not easy to access all the elements*: 6%, (4 respondents).

Again, respondents also made comments on the Environment, R2 line: Revised Waste Offer. This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals.

- Respondents cited that they were against any reductions in weekly recycling and/ or refuse collection, 20% (12 respondents). Two residents who submitted comments in writing were also against R2.

Table 7 over the page gives full details of the types of comments received on the savings and income generation proposals. The comments have been coded by Theme Committee. It should be noted that respondents wrote extensive responses, often giving views on many different topics. These comments have been coded into themes and set out in the table below. To provide context, examples of some of the types of comments are listed. Comments that were only cited by one respondent have been grouped under 'other'.



## GENERAL BUDGET CONSULTATION 2019/20

**Table 7: Comments on the savings and income generation proposals that have been identified in each committee for 2019/20.**

Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<b>Adults and Safeguarding Committee</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>E6 Meeting eligible needs in more cost-effective settings: Not supportive on this saving line / Disagree with / High concerns / Not legal / Going in the wrong direction / Turning the clock back on disability / It's against human rights:</b> Going in the wrong direction and potentially illegal / This is the opposite to the guidance of the Dept of Health and Social Care, the Prime Minister's Challenge on Dementia 2020 and Mayor London's Dementia Pledge May 2018 / Residential provision will not be sustainable as it becomes impossible to recruit and retain staff / Appalled and terrified you are proposing imprisoning disabled people in residential care - right to a family life is based on needs not cost / Contradiction with R9 and residential accommodation may not be the cost saver that you think it is / It breaches the council's responsibilities under the Equalities Act, the Public Sector Equalities Duty and is against the UN Convention of the Rights of Persons with Disabilities / Hidden this within appendices to the main consultation document.	<b>9</b>	<b>15%</b>
<b>Other Adults and Safeguarding Committee comments:</b>	<b>4</b>	<b>7%</b>
<b>Assets, Regeneration and Growth Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>ARG income suggestions: Consider selling off assets/ Barnet should partner with Housing Associations and convert commercial assets into residential developments / bring empty private properties into use to increase revenues:</b> Sell some of your assets, commercial, residential, financial investments etc. Empty houses used to deal with the budget constrains? / Sale of strategic assets and Utilisation of sale proceeds to more efficient schemes; Barnet should partner with Housing Associations and convert commercial assets into residential developments / Bring empty private properties into use to increase revenues.	<b>5</b>	<b>8%</b>
<b>Asset, Regeneration and Growth other comments</b>	<b>2</b>	<b>3%</b>
<b>Children, Education and Safeguarding Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Children, Education and Safeguarding Committee - Service Reform section comments:</b> S8 Remodelling of placements to reduce number of children in high cost placements: This line item is vague / S4: The cost savings against the partnership board should reflect expectations by partners or regulatory bodies.	<b>2</b>	<b>3%</b>

<sup>1</sup> Percentage based on number of respondents who answered this question, 60

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<b>Children, Education and Safeguarding Committee - SDSG High Needs Block (trying to avoid an overspend on the High Needs budget):</b> Concerned about the transfer of 0.5% of schools block funding to the high needs block in 2019-2020 / Cost savings and realignments of budgets from schools block to the high needs block may have a disproportionate impact for those with certain disabilities, e.g. Autism or ADHD who will have difficulty achieving their potential without services (s17 Children Act duty) but not yet have in place an EHC plan, particularly given the expectation that the number of EHC assessments will likely reduce. Similarly, the proposals to significantly reduce high cost care packages may disproportionately impact on children with certain disabilities and their carers.	<b>3</b>	<b>5%</b>
<b>Concerns relating to schools:</b> Concerned about all school improvement services moving to a traded service, for maintained schools as well as academies / Reducing money for schools will only move the problem to them which will ultimately increase the call on council services. It won't fix the problem.	<b>2</b>	<b>3%</b>
<b>Other Children, Education and Safeguarding Committee comments:</b>	<b>8</b>	<b>13%</b>
<b>Community Leadership and Libraries Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Other Community Leadership and Libraries Committee comments</b>	<b>4</b>	<b>7%</b>
<b>Environment Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>R2: Revised Waste Offer, against any reductions in weekly recycling and refuse collection recycling (This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals):</b> I am against any kind of reduction in waste collection it is an important service in this Borough / You must not suspend weekly recycling and rubbish collections - it would be a public health risk and would also increase the filthiness of Barnet streets / Have concerns that this will lead to less recycling (people will use Grey bins instead) and in hot summer months, any waste that is degradable waste will become toxic / Already full to the brim for the weekly collection / My blue bin is full every week because it is shared with two households (ground floor flat and first floor flat). We would need 2 blue bins if the collection was alternate weeks, and less would be recycled as it wouldn't all fit in the blue bin / The savings you will have to also mitigate the increase in clearing fly tipping this whilst also tightening up prosecutions to reduce it again.	<b>12</b>	<b>20%</b>

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<b>Environment Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste</b> Our green bins are presently full with fortnightly collections - we shouldn't be charged for this service from our properties. When there is excessive garden waste this is usually taken to Summers Lane / Barnet should concentrate on giving the residents a better service not charging for reducing the service / You've already changed that to fortnightly which meant that we had to purchase an extra bin. How is this going to help? / Charging is likely to be counterproductive, leading people to put garden waste in with general refuse.	<b>6</b>	<b>10%</b>
<b>Bring back food waste recycle / brown bins:</b> You must reinstate the food bins - the government requires it / Defeats the purpose of compulsory recycling food waste / You've taken away food recycling and now can't get the other collections right - bring it back / Waste management is key / I'm also extremely unhappy about the fact that you have just stopped the food recycling collections.	<b>5</b>	<b>8%</b>
<b>Concerns about current bin collections:</b> Changes to refuse services are not currently working / Two months of bins being left out on the street. The bins overflowing, streets not being cleaned. You propose to collect more recycling, how when you can't get it right now? / The current missed bin collections have shown that missing just one collection leads to waste piling up on the streets and very angry residents. It will encourage fly tipping, it is unhygienic especially through the summer months when flies and maggots occur.	<b>3</b>	<b>5%</b>
<b>Support/ Agree with R2 Revised Waste Offer, reductions in weekly recycling and refuse collection (This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals):</b>  Agree that bins could be emptied every other week and I think you should encourage neighbours to share bins if theirs is full up / Environment Committee, R2. Bi-weekly non-recyclable refuse collections are now the norm in some areas. This has the potential to drive up recycling rates and waste awareness and could make a substantial saving to the budget in a short-space of time / Large blocks of flats do not yet have food-waste collections - suggest this is reviewed to support offer.	<b>3</b>	<b>5%</b>
<b>Other Environment Committee comments</b>	<b>10</b>	<b>17%</b>
<b>Housing Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Other Housing Committee comment</b>	<b>6</b>	<b>10%</b>

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<b>Policy and Resources Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>First and fore most get rid of Capita / Stop wasting money on Capita and bring back value for money in house.</b>	<b>2</b>	<b>3%</b>
<b>Other Policy and Resources Committee comments</b>	<b>10</b>	<b>17%</b>
<b>Public Health</b>	<b>Number of comments</b>	<b>%</b>
<b>Other Public health comments</b>	<b>3</b>	<b>5%</b>
<b>Comments not relating Theme Committees</b>		
<b>Council Tax comments</b>	<b>Number of comments</b>	<b>%</b>
<b>Agree with an increase in Council Tax:</b> Agree to raising the Council Tax / I'm sure most people would be happy to have an increase in council tax if it was going to be reinvested in the borough instead of lining the pockets of Capita / Rather than looking for savings we should be making a case to raise council tax.	<b>3</b>	<b>5%</b>
<b>Comments on Consultation</b>	<b>Number of comments</b>	<b>%</b>
<b>Comments about the consultation document Make an easier to read document that includes everything / Lack of executive summaries - the planned cuts are easily hidden in the complexity / Is not easy to access all the elements:</b> It would have been helpful to put together in an easier to read document with a precis/executive summary of these proposals - we have to go to several places to find the information / How are we expected to comment on such an opaque process? It is almost as if you are trying to hide the planned cuts, but that cannot possibly be the case, no? / I think the format of this questionnaire is deliberately unhelpful and intended to disincentives people from having their say. Is this a deliberate ploy by Barnet to prohibit meaningful consultation with residents?	<b>4</b>	<b>6%</b>
<b>Problems accessing the Committee Reports:</b> Committee reports were unobtainable - so I cannot make a comment / No access to the committee report.	<b>2</b>	<b>3%</b>
<b>Other Comments</b>	<b>Number of comments</b>	<b>%</b>
<b>Other comments</b>	<b>9</b>	<b>5%</b>
<b>Total number of different type of comments</b>	<b>117</b>	<b>180%</b>

## 4.3 Alternative suggestions the council has not considered to help generate income or make savings

Respondents were also asked if they had any alternative suggestions that the council has not considered to help generate income or make savings. Of those who responded to the questionnaire, 73 out of 198 gave a response to this question. The most common themes have again been summarised below. Percentages are based on those who answered this question<sup>1</sup>.

- Stop outsourcing / Get rid of Capita, 18% (13 respondents);
- Increase Council Tax to pay for services, 14% (10 respondents);
- Increase charges and penalties, 14% (10 respondents);
- Charge, fine and find other ways of raising income through waste and recycling 10% (7 respondents);
- Reduce staffing / Reduce Staffing Costs / Agency staff costs: Reduce salaries, 10% (7 respondents); s
- Reduce Senior Salaries / Executive salaries, 8% (6 respondents);
- Challenge Central Government for more funding, 8% (6 respondents);
- Reduce waste, 7% (5 respondents).

Table 8 over the page gives details of all the types of suggestions respondents put forward as alternative suggestions that the council has not considered to help generate income or make savings. Comments that were only cited by one respondent have again been grouped under 'other'.

<sup>1</sup> Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 118 different types of comments were received from the 73 respondents who answered this question.

## GENERAL BUDGET CONSULTATION 2019/20

**Table 8: Alternative suggestions the council has not considered to help generate income or make savings**

Do you have any alternative options that the council has not considered to help generate income or make savings?	Base	%
<b>Total Base</b>	<b>198</b>	<b>100%</b>
<b>Number of respondents who gave a comment</b>	<b>73</b>	<b>37%</b>
<b>No comment</b>	<b>125</b>	<b>63%</b>
Type of comments made:	Number of comments	% <sup>1</sup>
<b>Stop outsourcing / Get rid of Capita:</b> Revoke the Capita contract and bring back services in-house) / Get rid of Capita / Stop outsourcing / Get rid of expensive contracts / Review the services currently provided by Capita and the equivalent costs of running them in house.	13	18%
<b>Increase Council Tax to pay for services:</b> Consider referendum to increase Council Tax by more than 3% in one year / I would rather pay more Council Tax to keep our services especially social services schools and refuse / Increase Council Tax, if money spent wisely.	10	14%
<b>Increase charges and penalties:</b> Greater penalties and increased surveillance of fly tipping / Enforce fines for littering / Enforce fines for not cleaning up after your dog / Impose speeding restrictions and fines on residential roads / Make the entire Borough a CPZ / Introduce a residents parking scheme for Burnt Oak / Further charges for parking, e.g. multiple cars not kept on driveways etc. / Introduce a camera to generate income, in addition to the yellow box at top of Burnt Oak Broadway, junction of Watling Avenue / Charge a surcharge to owners of empty homes, who are based outside the borough.	10	14%
<b>Charges, fines and find other ways of raising income through waste and recycling:</b> Charge for green bin collection but make sure the service is reliable / Sell the compost produced from the garden waste collection to local allotment and gardening societies to generate income and also support community activities / If you reduce bin collections to every other week, give residents the option to opt into a weekly charged for collection service / Fine people for not separating their household waste / Patients should have the option of taking their yellow sharps boxes to a nearby hospital and collecting a new one rather than having it picked up from their doorstep.	7	10%

<sup>1</sup> Percentage based on number of respondents who answered this question, 73

## GENERAL BUDGET CONSULTATION 2019/20

Do you have any alternative options that the council has not considered to help generate income or make savings?	Base	%
<b>Total Base</b>	<b>198</b>	<b>100%</b>
<b>Number of respondents who gave a comment</b>	<b>73</b>	<b>37%</b>
<b>No comment</b>	<b>125</b>	<b>63%</b>
Type of comments made:	Number of comments	% <sup>1</sup>
<b>Reduce staffing / Reduce Staffing Costs / Agency staff costs:</b> Reduce staffing / Restructure the council / Stop hiring ridiculously expensive consultants / Reduce use of agency staff / Change the way all council staff are paid - pay them same grades as Nursing Staff in NHS hospitals who have more responsibility.	7	10%
<b>Reduce Senior Salaries / Executive Salaries:</b> Cut the salary of those on highest pay and remove bonuses / The senior executives should have a pay cut by at least 50% to help mend our pavements, cleaner streets and collect the rubbish on a regular weekly basis / Reduce or freeze the salaries of the Chief Exec & similar.	6	8%
<b>Challenge central government for more funding:</b> Lobby central govt - local council cuts have gone far enough / Ask central government to adequately fund / Lobby Nick Gibbs more powerfully to reduce the brutal cuts to education / Challenge Local Government about their continued 'austerity' measures / Fight for the needs of the local community regarding the lack of funding for local councils and the crisis this creates.	6	8%
<b>Reduce waste:</b> Don't waste resources on unnecessary expenditure / Get rid of outdated costly Barnet magazine / Go paperless and stop photocopying / Find more sustainable ways of doing flowers outside the town hall and other places / Stop increasing amount of street furniture.	5	7%
<b>Join up with other councils:</b> Merge top team with another adjoining London borough / Further explore sharing systems and staff for back office roles with other local authorities / Unite with other councils regardless of political stripes.	3	4%
<b>Work more with partners:</b> Work more with local partners. We have already demonstrated (e.g. via library delivery) that we can add significant value and find new approaches which maintains services for residents / Find more ways to work with charity partners to provide or supplement social services / Partner with Amazon to provide electronic library books with access for all. Then close physical libraries.	3	4%



## GENERAL BUDGET CONSULTATION 2019/20

Do you have any alternative options that the council has not considered to help generate income or make savings?	Base	%
<b>Total Base</b>	<b>198</b>	<b>100%</b>
<b>Number of respondents who gave a comment</b>	<b>73</b>	<b>37%</b>
<b>No comment</b>	<b>125</b>	<b>63%</b>
Type of comments made:	Number of comments	% <sup>1</sup>
<b>Support local businesses and shops:</b> Lower business rates and cap business rents to generate more shops and businesses to bring in more revenue for the council instead of nothing from empty shops / Introduce 60 mins free parking in all high-streets to support local businesses and prevent continued closure of shops / Invest more in local town centre so people do not have to travel to amenities and you need to get major corporations to come with employment to Barnet.	3	4%
<b>Stop Saracens investment and loans:</b> Scrap plans to loan Saracens Rugby club £22million. Money much needed by Barnet residents / Don't invest in schemes like Saracens / Stop wasting money on projects like the Saracens stand funding when this money can be better used elsewhere.	3	4%
<b>Base Council Tax rises on affordability:</b> Those in high-value properties can afford to pay higher percentage tax rises than those in lower income families / Council Tax should be moved to an income basis / Landlords letting houses of multiple-occupation can easily afford to pay Council Tax at a higher rate.	3	4%
<b>Comments on reducing councillors / Cutting members allowances:</b> Reduce number of councillors to two per ward and, or combine wards / Cut councillors' allowances.	3	4%
<b>Housing and infrastructure:</b> Make developers deliver more truly "affordable" housing and this could dramatically reduce your housing costs / Force developers to pay a greater share of infrastructure costs in the borough.	2	3%
<b>Comments on increasing school funding:</b> Introduce a small annual charge to parents for schools such as £40 per school year or £20 per term / Involve private companies with maintaining, sponsoring and developing ties with local school to save some of the council's capital investment. The progress made by TTA School in securing external funding suggests this can be a feasible option.	2	3%
<b>Better Leadership / Employee Management:</b> Better Leadership and Employee Management will create a better customer experience and people will be happy to pay more in Council Tax / Better management.	2	3%
<b>Other comments</b>	30	41%
<b>Total number of different comments</b>	<b>118</b>	<b>163%</b>



## 4.4 Written responses to the consultation

There were also nine written responses (seven e-mails and two letters): five from businesses; two from community groups; and two from residents.

Full details of the written responses have been summarised below and where applicable have been referenced under the most common themes that were apparent in response to the questionnaire in section 4.1 and 4.2 of this report.

### **Residents' comments:**

- The council should keep things as they are against charging for green waste collections could cause fly-tipping problems, and moving to fortnightly bin collections could result in smelly bins (citing non-hazardous clinical waste).
- The council needs to go over budget to support all local needs and no cuts should be made at all. Secondary schools as they are severely underfunded.
- Funding should be taken from central government to support the local community - especially considering the increase in housing needs in Barnet.

### **Businesses' comments:**

- The council should remove off main road (i.e. side road) parking restrictions, otherwise businesses will close in the North Finchley area.
- Two businesses mentioned they have recently closed because of the increase in Business Rates. One also cited the effects of Brexit, while the other mentioned unfair competition from internet companies who pay virtually no tax in the UK.
- Another business suggested that immediate action should be taken around Business Rates, and that the current basis of charging is archaic and should be charged relative to the trading operation of the business
- Another felt that all small businesses who currently pay £0 business rate charge should pay £1000 per year in Business Rates to help the council reduce the effect on services due to lack of funding.

### **Community Groups**

- One community group cited they had difficulty with completing the online questionnaire.
- Two representatives from a community group commented on the Adults and Safeguarding Committee savings and income proposals, E6 Meeting eligible needs in more cost-effective settings. One felt that the proposal to move individuals from community to residential care would be against an individual's human rights if they wished to remain in community care. The second representative very strongly opposed the proposal and felt it would also severely affect the elderly and those with a sensory impairment such as hearing and sight loss.

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## **Appendix J**

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**Business Planning  
2019/20-2023/2024**

**Cumulative Equalities Impact  
Assessment (CEIA)  
2019/20**

**Strategy Unit, Commissioning Group**

## 1. Introduction and scope of assessment

Barnet Council, in line with its statutory responsibilities, undertakes Equality Impact Assessments (EIAs). EIAs provide a systematic way of assessing the impact of decision making on different equality groups. During the Council's annual budget cycle, EIAs are completed for all proposals identified as requiring them to inform decision making. An EIA should be completed if a proposal may affect residents or staff with protected characteristics; these characteristics are set out on page two of this appendix.

This document summarises the Equality Impact Assessment for the budget proposals for the financial year 2019/20 and also takes account of previous CEIA reports. Budget decisions can have different impacts on different groups of people, either through changes to individual services or changes to a range of services, which have an impact cumulatively on a particular group. This report highlights:

- The key impacts of potential budget decisions for legally protected groups
- Where a series of decisions might have a greater negative impact on a specific group
- Ways in which negative effects across the council may be minimised or avoided, and where positive impacts can be maximised or created

## 2. Legal duties

The Equality Duty, section 149 of the Equality Act, came into effect on 5th April 2011 and places a duty on all public bodies and others carrying out public functions.

The Act was designed to ensure public bodies consider the needs of all individuals in their day to day work, including: shaping policy, delivering services and employment of employees. It requires public bodies, such as local councils not to discriminate against any person on the basis of a protected characteristic such as disability. The legislation strengthened existing provisions about discrimination to also include associative and perceptive discrimination as well as direct and indirect discrimination.

Direct discrimination occurs when a rule, policy or practice offers less favourable treatment to a group with a protected characteristic. Indirect discrimination occurs where a rule, policy or practice applies to everybody but results in people with certain protected characteristics (e.g., race or gender) being put at a disadvantage. Direct discrimination will always be unlawful. Indirect discrimination will not be unlawful if it can be justified, for instance it can be shown that the rule, policy or practice was intended to meet a legitimate objective in a fair, balanced and reasonable way.

In considering whether or not any indirect discrimination is justified, the Council must consider whether or not there is any other way to meet their objective that is not discriminatory or is less likely to disadvantage those with protected characteristics. This may well mean setting out clearly whether or not consideration has been given to other ways of achieving these objectives.

The Public Sector Equality Duty (the Equality Duty) replaced three previous public sector equality duties – for race, disability and gender, and broadened the breadth of protected characteristics to include:

- Age
- Disability

- Gender reassignment
- Marriage and civil partnership, but only in respect of the requirements to have due regard to the need to eliminate discrimination
- Pregnancy and maternity
- Race – ethnic or national origins, colour or nationality
- Religion or Belief – including lack of belief
- Sex (Gender)
- Sexual orientation.

The Equality Duty does not impose a legal requirement to conduct an Equality Impact Assessment, rather it requires public bodies to demonstrate their consideration of the Equality Duty and the conscious thought of the Equality Duty as part of the process of decision-making. This entails an understanding of the potential effect the organisation's activities could have on different people and a record of how decisions were reached.

In addition to the protected characteristics identified within the Equality Duty, Barnet Council also considers the impact of decision making on other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition which might mean that our proposals will impact more heavily on them.

### 3. Our approach

In Barnet we use the EIA process to identify the main potential impacts on groups covered by legislation (the protected characteristics in the Equality Act 2010). The budget savings report includes a line for each savings proposal, indicating whether or not an EIA is required. An EIA is required for any proposal which alters service delivery and is assessed that it may impact those with protected characteristics.

This report identifies areas where there is a risk that changes resulting from individual budget proposals for 2019/2020, may have, when considered together, a negative impact on particular groups.

It is important to note this is an ongoing process. As individual budget proposals are developed and implemented, they will be subject to further assessment. This assessment also describes mitigating actions that are being put in place.

### 4. Context

We have big ambitions for Barnet, but like all councils we're in a difficult financial situation, with over £60m to save over the next five years. This is in the context of more and more people needing our services, increasing costs, and uncertainty about our future funding.

So far, Barnet has been innovative in its approach to tackling this financial challenge by being open to new ways of doing things, finding ways to become even more efficient and working closely with partners across the public, private and voluntary sectors. But having already made a significant amount of reductions, the process of finding further savings is getting increasingly more difficult.

Going forward, the council will need to make some tough decisions about priorities and how we spend our limited resources, and it is important for us to ensure we get residents views and feedback on what matters to them and how we should approach this. In March 2019 Barnet Council will consider and adopt its Corporate Plan: 2020-2024 at Full Council. The three outcomes in the draft Corporate Plan are;

1. A pleasant, well maintained borough that we protect and invest in
2. Our residents live happy, healthy, independent lives with the most vulnerable protected
3. Safe and strong communities where people get along well.

The Corporate Plan 2020-2024 also includes the Council's updated Strategic Equalities Objective: Ensuring that residents are treated equally, with understanding and respect, and all have access to quality services.

During the autumn, we consulted with residents on what their priorities for the borough are and found that there was strong agreement for our outcomes of; protecting the most vulnerable, maintaining our pleasant borough and having safe and strong communities. There was also a clear theme around how we balance our council tax rates with being able to deliver services.

## **5. Findings from previous years**

The CEIA for 2017/18 showed that the Budget proposals would have positive and neutral benefits on Barnet residents and businesses including the protected characteristics. However, minimal negative impacts were identified in the following areas, where mitigating actions would need to be introduced:

- The Adult Social Care fairer contributions policy will impact on older residents. The mitigation is that an affordability assessment will be carried out in each case.
- People with mental health issues, older people, people in receipt of social care benefit, carers and some people with disabilities including learning difficulties will be affected by service changes to mental health support, floating support and grant funding changes to Chinese Mental Health Association, Asian Women's Association, Community Focus and Inclusion Barnet. Mitigations include a changed service delivery model and sustained communication with service users and service provider organisations.

## **6. 2019/20 Savings Proposals with EIAs**

The following table summarises the 2019/20 budget savings proposals which have EIAs.

## 19/20 savings proposals

**Key:**  
Positive +  
Negative -  
Unknown x

Budget Ref	Description of proposals	Overall Outcome of EIA	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups
<b>Adults and Safeguarding Committee</b>												
E3	Transformation of Your Choice Barnet supported living and day-care services.	Positive	+	+			+	+	+			+
E6	Cost effective accommodation: The council will have due regard for use of resources when support planning to create more cost-effective support plans. This will mean considering the full range of care options to meet eligible needs (e.g. residential care), rather than offering community-based placements (e.g. supported living) by default.	Negative impact / impact unknown	-	-				-			-	- (Carers, people with mental health issues, those on a low income, young people NEET)
I4	Implementing a pre-paid card solution and transitioning 80% of direct payment clients to it.	Positive	-	x								- (Carers, people with mental health issues, those on a low income)
R1	Increasing the independence of older adults / clients with physical disabilities through supporting older people in alternative ways, through a community offer	Positive / Neutral <sup>1</sup>	-	-			-					- (Carers)

<sup>1</sup> The negative impact may affect *some* older people, people with disabilities or those from specific religious backgrounds however, it will not negatively impact all of those identified therefore the overall impact has remained positive / neutral.

	of support, instead of high cost care packages and residential placements.											
R4	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.	Positive	+	+								
R5	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care.	Positive		+								+ (Carers)
R8	Support for working age adults: 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, step up setting where there is a risk of carer breakdown, 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.	Positive / neutral	+	+								+ (Carers, unemployed, young people NEET)
<b>Environment Committee</b>												
G4	Fees and charges: Cost recovery from a full review of fees and charges across all Environmental Committee business areas; including parking products and highways services. Fees and charges will be reviewed within the statutory framework. This will include making sure that all fees are collected.	Neutral										- (people with a low income, unemployed, young people NEET)



G8 & P2	Advertising: Renewal of the current JC Decaux Contract	Impact unknown / negative impact	x	x		x						
P3	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	Limited negative		-								
<b>Policy and Resources</b>												
P&R1	Council Tax support - Introduction of a banded scheme to support Universal Credit roll out	Negative	-	-		-					-	- (Carers, people with mental health issues, some families and lone parents, people with a low income, unemployed people and young people NEET)
<b>Children, Education and Safeguarding</b>												
S2	Development of 0-19 Family Hubs, including reconfiguration of Council staff into Hubs, with no impact on front line staff	No impact										

## 7. Analysis of the cumulative equalities impact

For the 19/20 budget there are 13 savings proposals for which EIAs have been conducted. Of these; 7 have forecasted the outcome of a positive or neutral impact, two negative impact and 4 that the impact is negative/unknown.

It is anticipated that there could be a cumulative equalities impact on two of the protected characteristics – age and disability – alongside a cumulative impact on some of the other identified key groups. This includes carers, people with mental health issues, people on a low income, those unemployed and young people who are NEET. Further detail on these impacts and any identified mitigating actions can be found below.

It is important to note that there are also continuations of savings proposals from previous years that may add to any potential cumulative impacts, as discussed in Section 6. People with protected characteristics that were negatively impacted by the 18/19 budget included older residents, people with mental health issues, people in receipt of social care benefit, carers and some people with disabilities including learning difficulties.

### Age

Three of the 12 EIAs completed show a positive impact on specific age groups (young people and people of working age), details of which can be found in Table One below.

Of the 12 EIAs completed, four of these show possible negative impacts on older service users and those of working age within Barnet. These are mainly due to the changes to the way in which Adult Social Care services are delivered however also include impacts from changes across other council services. These impacts have been thoroughly considered and the following mitigations have been identified. It is anticipated that further mitigations will be put in place as and when proposals and projects develop.

The table below illustrates the impacts and mitigating actions.

Table One Negative Impact and Mitigations on Age		
Ref.	Impact	Mitigation
E3	There is a positive or neutral impact on older service users as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment.	
E6	In 2017/18, 81% of new social care placements were for older adults. This means that this change would disproportionately impact older people.	All care packages offered will be the result of needs assessment by a social work professional (or trusted assessor), and continue to take all eligible needs into account.  Gaps in provision for this equality strand, or the unlikely event of discrimination based on this strand from providers will

		be monitored and addressed by our Commissioning and Care Quality functions.
I4	Negative impact: Shifting to more online services which older people may feel uncomfortable or unable to do	Support and guidance offered for any services switching online, alongside alternative options where required
R1	Increasing social isolation if more home adaptations lead to less physical visits	Full consultation and engagement with individuals on their care plans and any changes being made, including considering social needs and identifying other ways these can be met.  Practice from providers to be monitored by our Commissioning and Care Quality functions
R4	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 should have a positive impact on service users with disabilities	
R8	This work is focused on adults of working age receiving social care support. Equalities impact assessments for service user impact has been undertaken and shows positive /neutral impact on service users.	
P&R1	Increases in the amount of Council Tax required to pay for working age claimants due to the revised Council Tax support scheme	Resources to continue to be made available to support the most vulnerable

## Disabilities

Four of the 12 EIAs show a possible positive impact on those with disabilities, details of which can be found in Table Two below.

Three of the 12 EIAs show a possible negative impact on those with disabilities. These again centre around the changes in service delivery of Adults Social Care and are similar to the impacts above. These impacts have been thoroughly considered and the following mitigations have been identified. It is anticipated that further mitigations will be put in place as and when proposals and projects develop.

The table below illustrates the impacts and mitigating actions.

<b>Table Two: Negative Impact and Mitigations Disabilities</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
E3	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.	
E6	Based on the equality act definition, it is likely that a significant proportion of clients receiving social care could be defined as having a disability. This change would therefore have a greater impact on people with this characteristic compared to the wider population, but this specific change does not discriminate on the basis of disability.	<p>All care packages offered will be the result of needs assessment by a social work professional (or trusted assessor), and continue to take all eligible needs into account.</p> <p>Gaps in provision for this equality strand, or the unlikely event of discrimination based on this strand from providers will be monitored and addressed by our Commissioning and Care Quality functions.</p>
R1	People remaining in their own homes supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated	Full consultation and engagement with individuals on their care plans and any changes being made, including considering social needs and identifying other ways these can be met
R4	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 should have a positive impact on service users with disabilities	
R5	There is a potential positive /neutral impact on staff and service users.	
R8	This proposal is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	
P3	Changes to LED street lighting affecting those who have	Researching best practice and putting a limit on the colour temperature for any change in street lighting

	sensitivities to high colour temperature lighting	
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### Other key groups

There are five other key identified groups that may experience a cumulative negative impact from the 19/20 savings proposals. This includes; carers, people with mental health issues, people on a low income, those unemployed and young people who are NEET.

Those on a low income, unemployed or young people who are NEET may experience a negative impact from the potential changes in environmental fees and charges (e.g. parking) and the amount of Council Tax they may have to pay due to the revised Council Tax support scheme. However, all fees and charges will be reviewed within the statutory framework and resources will continue to be made available to support the most vulnerable where needed e.g. Discretionary Housing Payments.

Carers may feel that the reduced use of residential placements puts increased pressure on them however we will continue to carry out carers assessments to identify the needs of the carer and the impact of the service users support plan on them and will explore alternative, community-based options for respite.

For those with mental health issues, changing to new ways of receiving care and support or being offered a different placement may cause them to be negatively affected. However similarly to all others accessing Adult Social Care services, including the elderly and those with disabilities, they will be thoroughly engaged with around their individual care needs and consulted on any changes.

## 8. Results from the budget consultation

The council consulted on its 19/20 budget between 12 December and 16 January. A total of 198 individuals responded to the Budget Consultation survey, with a further nine written responses received.

A break-down of respondents by protected characteristic is provided in the accompanying Appendix H. Due to the low response rate to questions on protected characteristics, it has not been possible to analyse the survey results by protected characteristics.

Related to the cumulative impacts outlined above, nine respondents (15%) raised particular concern for saving E6 from Adults and Communities: Cost effective accommodation. Respondents reported that they disagreed with the saving line and had concerns with regards to its legality. Some respondents also commented that it was 'going in the wrong direction'.

## 9. Conclusion

For the 19/20 budget there are 12 savings proposals for which EIAs have been conducted. Of these; seven have forecasted the outcome of a positive or neutral impact, two negative impact and four that the impact is negative/unknown.

However, within overall positive and neutral EIAs there are some cumulative negative impacts. Residents with disabilities and those within certain age groups are expected to be negatively impacted from the overall budget for 19/20. There are also some cumulative positive impacts, with young people, those of working age and those with disabilities being positive impacted by the proposed changes.

In addition to those with protected characteristics, the following groups will be negatively impacted by the 19/20 budget: carers, people with mental health issues, people on a low income, those unemployed and young people who are NEET.

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.

## **10. Looking Forward**

The EIA process is an iterative process. 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.



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# **London Borough of Barnet:** **Capital Strategy 2019-20 to** **2023-24**

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Author / owner: Paul Clarke, Head of Finance

## **London Borough of Barnet: Capital Strategy 2019/20 to 2023/24**

### **Executive Summary**

The Capital Strategy 2019-24 underpins the council's Medium Term Financial Strategy and, together with this, forms a key component of the council's strategic response to the financial challenges it faces and its ambitions for the borough, as set out in the corporate plan: Barnet 2024.

It sets out the council's approach to capital investment and provides both a mechanism to ensure capital investment is driven by and aligned with the council's corporate plan and a framework by which decisions on the capital programme are made and monitored.

The objectives of the capital strategy are to;

- Maintain an affordable rolling capital programme of up to ten years;
- Ensure capital resources are aligned with the Council's strategic vision and corporate priorities;
- Undertake prudential borrowing only when there are sufficient monies to meet, in full, the implications of capital expenditure, both borrowing and running costs;
- Maximise available resources by actively seeking appropriate external funding and disposal of surplus assets.

The capital strategy sets out how we deliver on those objectives, including the governance and financing arrangements.

The corporate plan is based on three strategic outcomes and supporting priorities. These, together with the outlined approach to delivering these within financial constraints, have shaped the broad priorities for our capital investment strategy:

- Driving and supporting responsible growth and development as a critical component of financial sustainability and independence
  - for example, Brent Cross regeneration
- Improving outcomes and supporting a reduction in demand on services
  - For example, investment in green spaces and leisure centres and reduced demand for local health and care services
- Enabling delivery of high value changes in the MTFS
  - For example, enabling the delivery of MTFS savings such as reductions in temporary accommodation costs through investment in housing
- Enabling delivery of new statutory requirements

- For example, the systems replacement within Adult Social Care enabling the council to work in a way best suited to discharging statutory duties
- Maintaining a balanced and affordable approach to funding

The capital strategy will be refreshed every year as part of the budget planning process.

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## 1) Background

In December 2017, the Chartered Institute of Public Finance & Accountancy issued a revised Prudential and Treasury Management Code, requiring all local authorities to produce a Capital Strategy report from 2019-20 onwards.

This capital strategy meets the requirement by setting out Barnet's capital investment programme and how it contributes to the achievement of its strategic outcomes as detailed in the Corporate Plan, while considering resource availability and the wider financial context. It is designed to be supportive of the council's other strategy framework documents.

## 2) Definition

Capital expenditure referred to in the strategy is consistent with the definition within the Chartered Institute of Public Finance and Accountancy's (CIPFA) Accounting Code of Practice as;

*"...Expenditure that results in the acquisition, construction, or the enhancement of non-current assets (tangible or intangible) in accordance with proper practices... All other expenditure must be accounted for as revenue expenditure unless specifically directed by the Secretary of State."*

## 3) Strategic Context

The capital strategy is driven by and supports the Barnet's five-year corporate plan: Barnet 2024. It underpins the Medium Term Financial Strategy (MTFS), and is aligned to the council's wider set of financial plans and policies including the Treasury Management Strategy, Debt Management Policy and Reserves & Balances Policy.

The preparation of the capital programme is an integral part of the financial planning process, including taking account of the revenue implications of the projects in the revenue budget setting process.

The corporate plan, Barnet 2024, is the overarching strategic ambition, framework, and plan for the entire council over the next five years. It sets out three strategic **outcomes**, a series of key **priorities**, and an **approach** to meeting these outcomes within the financial constraints.

The three strategic outcomes are

1. A pleasant well-maintained borough that we protect and invest in
2. Our residents live happy, healthy, independent lives with the most vulnerable protected
3. Safe and strong communities where people get along well

Each outcome is underpinned by a series of key priorities, as set out in the picture below.



The council's **approach** to meeting the strategic outcomes within its financial constraints also guides the decisions around the capital investment programme:

### A Fair Deal

- Standing up for Barnet so it gets its fair share of resources including police and general funding
- Effective management of resources and contracts to ensure we can keep council tax low and provide value for money for the tax payer
- Focusing resources to deliver targeted extra support at those who need it most, while continuing to deliver priority universal services

### Maximising Opportunity

- Taking a commercial approach to generating income and looking for new opportunities to generate revenue from our estate
- Making use of evolving technology and innovation to help us achieve better outcomes and become more efficient
- Capitalising on opportunities from responsible growth and development to increase income and boost the local economy

### Shared Responsibility

- Working with residents and the community to share responsibility to ensure Barnet thrives
- Providing early intervention and prevention services so residents can live independently for as long as possible
- Collaborating locally with health partners and the police to achieve better outcomes for Barnet

### **Efficient and Effective Council**

- Reviewing the way that we work and deliver services to make best use of resources, including strong financial management
- Providing residents with the assistance they need at the first point of contact and greater access to online services and support
- Ensuring that residents are treated equally, with understanding and respect, and all have access to quality services

## **4) Objectives**

The objectives of the capital strategy are to:

- a) Maintain an affordable rolling capital programme of up to ten years
- b) Ensure capital resources are aligned with the Council's strategic vision and corporate priorities
- c) Undertake prudential borrowing only when there are sufficient monies to meet, in full, the implications of capital expenditure, both borrowing and running costs
- d) Maximise available resources by actively seeking appropriate external funding and disposal of surplus assets

The Capital Strategy Board will lead on the strategic direction of capital investment for the Council, as well as on governance and financing, thereby ensuring the objectives are met.

## **5) Priorities**

### Priority Areas for Investment

The Council has limited financial resources and therefore must prioritise its capital investment decisions to meet the strategic outcomes and key priorities within the Corporate Plan as outlined in section 4 while delivering these within resource constraints.

Therefore, decisions will also consider the broad priorities of the capital investment strategy, which are as follows:

- Driving and supporting responsible growth and development as a critical component of financial sustainability and independence
- Improving outcomes and supporting a reduction in demand on services
- Enabling delivery of high value changes in the MTFS
- Enabling delivery of new statutory requirements
- Maintaining a balanced and affordable approach to funding

Some of the key areas that the Council will be investing in as part of its capital programme are outlined in the table below as well as their relationship to the Corporate Plan priorities and the main benefits delivered.

Investment area	Barnet 2024 Strategic Outcomes/Priorities	Main Benefits Delivered
<b>Housing</b>	Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<ul style="list-style-type: none"> <li>- Increase the Council's stock of affordable social housing</li> <li>- Enhance Barnet as a successful London suburb through delivery of quality new places and improved neighbourhoods</li> <li>- Reduction in need for and cost of temporary and emergency accommodation</li> <li>- Supporting Barnet residents, promoting independence, learning and well-being</li> </ul>
<b>Brent Cross (Thameslink station and funding for land acquisition)</b>	Delivering on our major regeneration schemes including Brent Cross Cricklewood which will deliver 27,000 jobs and 7,500 new homes	<ul style="list-style-type: none"> <li>- Area regeneration</li> <li>- New jobs and homes</li> <li>- Improved transport linkages</li> </ul>
<b>Sports and physical activities- i.e. construction of two leisure centres</b>	Investing in community facilities to support a growing population, such as schools and leisure centres	<ul style="list-style-type: none"> <li>- Two new leisure centres at New Barnet and Copthall</li> <li>- Targeted increase in sport and physical activity participation among residents</li> <li>- Cost neutral leisure service provision with average income to council of £1.6m per annum</li> </ul>
<b>Colindale investment (excluding council office build)</b>	A pleasant, well maintained borough that we protect and invest in	<ul style="list-style-type: none"> <li>- Help deliver the regeneration of Colindale</li> <li>- Improved green and open spaces for area residents</li> <li>- Improved transport infrastructure in the area</li> <li>- Possible additional income generated through Controlled Parking Zone implementation</li> </ul>
<b>Colindale - Barnet Council new office build</b>	A pleasant, well maintained borough that we protect and invest in	<ul style="list-style-type: none"> <li>- Delivers financial benefits through accommodation savings</li> <li>- Non-financial benefits for staff from move to a more 'agile working' environment</li> <li>- Forms part of the wider regeneration of the Colindale area</li> </ul>
<b>Schools</b>	Investing in community facilities to support a growing population, such as schools and leisure centres	<ul style="list-style-type: none"> <li>- Ensuring the borough has good schools and enough school places so all children have access to a great education</li> </ul>



Investment area	Barnet 2024 Strategic Outcomes/Priorities	Main Benefits Delivered
Investment in roads and highways	Improving roads, pavement and transport connections	<ul style="list-style-type: none"> <li>-Improving the condition of roads</li> <li>- Making travel safer and more attractive</li> <li>- Support the use of low emission vehicles</li> </ul>

## 6) Existing Capital Programme

The Council currently has a significant capital programme across both the General Fund and Housing Revenue Account.

In recent years, the amount in the approved capital programme has been reduced through deletion of schemes that are no longer required and the reprofiling of projects over a more realistic delivery period. This has been carried out to ensure that the Council's capital plans remain taut and affordable.

The latest approved budget for the Council's capital programme totals £682m over the latest MTFS period from 2019-20 to 2023-24.

A summary of capital budget allocations by Council Theme Committee is shown below.

Theme	Total £000	Key Investment Areas
Adults and Safeguarding	40,994	- Leisure and Sports Facilities
Assets, Regeneration & Growth	218,814	<ul style="list-style-type: none"> <li>- Brent Cross</li> <li>- Development &amp; regeneration</li> <li>- New office build</li> </ul>
Children's Education & Safeguarding	74,357	- Schools
Community Leadership & Libraries	-	
Environment	44,937	<ul style="list-style-type: none"> <li>- Roads and Highways</li> <li>- Vehicles</li> <li>- Greenspaces</li> </ul>
Housing	138,108	- Housing
Policy & Resources	16,084	- Corporate transformation programmes
<b>Total - General Fund</b>	<b>533,294</b>	
Housing Revenue Account	149,345	<ul style="list-style-type: none"> <li>- Housing</li> <li>- Extra Care Provision</li> </ul>
<b>Total - all services</b>	<b>682,639</b>	

## 7) Financing

There are a range of potential funding sources which can be generated locally either by the Council itself or in partnership with stakeholders. The Council's capital investment must comply with the "Prudential Code for Capital Finance in Local Authorities" which provides local authorities with greater discretion over the level of borrowing they wish to take on in order to finance capital investment programmes. Nevertheless, the best value for money approach to financing capital expenditure is achieved by allocating specifically received funding first such as grant funding, followed by un-ringfenced capital funding, then other contributions and finally borrowing. This is because external borrowing has an impact on the revenue budget and could affect the Council's long-term financial position.

The main sources of capital funding the Council uses are summarised below:

- **External Capital Grants:** capital grants from central government departments (Transport for London, Education Funding Authority) or other partners;
- **Section 106s:** developer contribution towards infrastructure; confined to specific areas and to be used within a 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;
- **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).

The table below summarises how the current approved capital programme is financed.

Theme	Total Funding						
	Grants	S106	Capital Receipts	Revenue	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	2,000	700	500	-	33,894	3,900	40,994
Assets, Regeneration & Growth	69,120	16,235	-	-	15,617	117,842	218,814
Children's Education & Safeguarding	53,386	8,270	1,736	-	5,099	5,866	74,357
Community Leadership & Libraries	-	-	-	-	-	-	-
Environment	7,603	1,067	4,861	-	40	31,366	44,937
Housing	8,205	5,791	22,895	683	-	100,534	138,108
Policy & Resources	-	-	11,102	200	16	4,766	16,084
<b>Total - General Fund</b>	<b>140,314</b>	<b>32,063</b>	<b>41,094</b>	<b>883</b>	<b>54,666</b>	<b>264,274</b>	<b>533,294</b>

Housing Revenue Account	4,080	-	12,864	89,053	-	43,348	149,345
Total - all services	144,394	32,063	53,958	89,936	54,666	307,622	682,639

### Affordability

As mentioned previously, the prudential code allows the council to set its own borrowing limits based on revenue affordability, risk and any other relevant factors. The council uses prudential indicators which are key to ensuring the affordability, prudence and sustainability of its capital programme. These prudential indicators are kept under review and are reported to Financial Performance and Contracts Committee and Policy & Resources Committee and recorded in the TMSS.

A summary of the key prudential indicators used by the council is set out below. A more detailed definition / description is in appendix A.

**Authorised limit for external debt:** A control on the maximum level of borrowing and represents a limit beyond which external debt is prohibited. This limit reflects the external debt that could be afforded in the short term, but may not be sustainable in the longer term.

**Operational boundary:** The limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR.

**Capital Financing Requirement (CFR):** Simply the total historic outstanding capital expenditure which has not yet been paid for. It is essentially a measure of the council's indebtedness and its underlying borrowing need.

The current prudential indicators for the council are summarised in the table below.

	2019-20 Estimate (£000)	2020-21 Estimate (£000)	2021- 2022 Estimate (£000)
CFR	754,843	799,160	847,542
Authorised Limit for external debt	759,843	804,160	852,542
Operational Boundary	654,843	699,160	747,542
Actual external debt	553,085	597,329	645,638

Further details on the council's prudential indicators can be found in the 2019-20 Treasury Management Strategy Statement.

Any advice on council funding sources such as borrowing, capital receipts or capital reserves is provided by the Capital Strategy Board (CSB). If council funding, such as borrowing, is identified as the funding source, an assessment of the revenue implications is undertaken. Details around a project's external financing form a key part of the internal business case.

The council's treasury management service is responsible for arranging the financing 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 as well as maintaining a financially sustainable position.

## 8) Governance

### Oversight and decision making

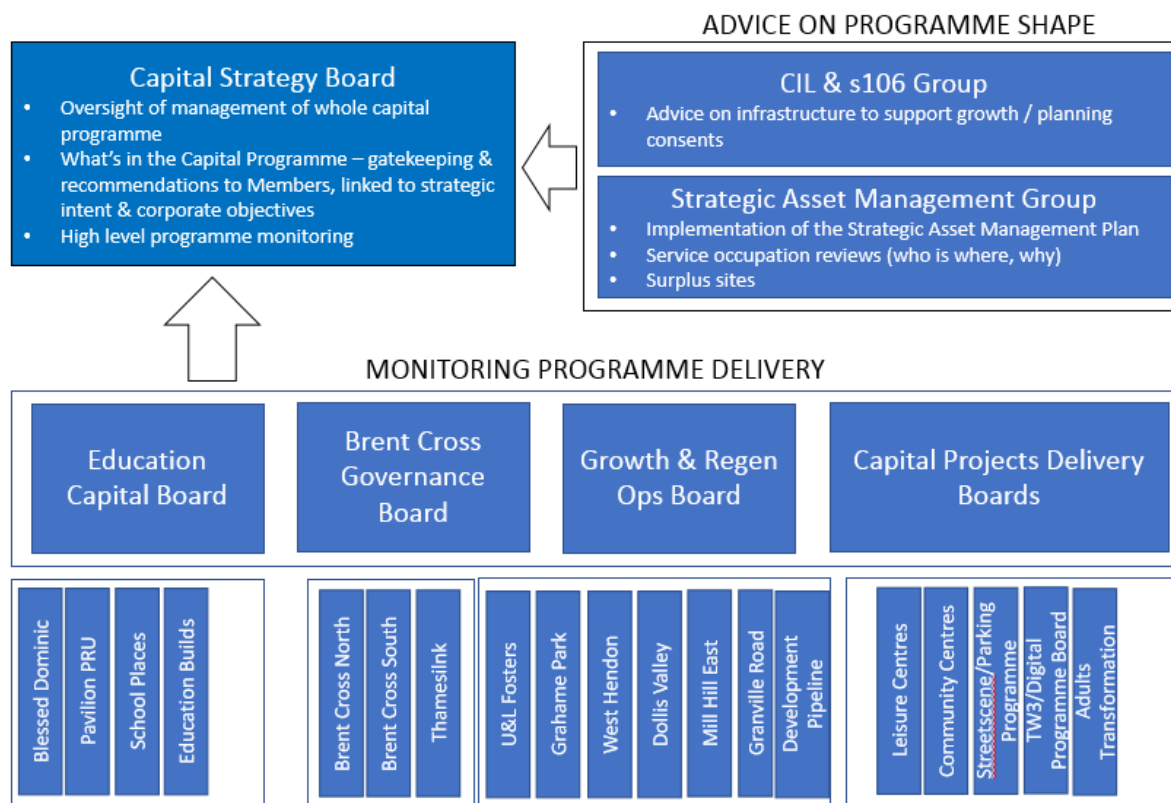
The Capital Strategy Board (CSB) has oversight of the Council's capital programme. The CSB is an officer body with a remit to advise the Council on its capital strategy and all property asset management. It is primarily an advisory body and takes any decision-making power from the delegated authority of officers attending as set out in the Financial Regulations and the Council's Constitution. It makes decisions only in accordance with the existing priorities agreed in the budgetary framework. It also ensures that necessary consultation is carried out with the Council Management Team (CMT) and Policy and Resources Committee (P&R) and relevant directors as part of the decision-making process. Any decision or policy that is outside the agreed budget or policy framework is referred back to P&R Committee and/or Council in accordance with the Constitution.

The role of the Capital Strategy Board (CSB) is as follows:

- lead on the development and maintenance of a Capital Strategy that is consistent with Council priorities;
- identify and monitor the resources available to fund the capital programme ensuring all approved schemes are fully funded;
- within this framework, develop and manage the Capital Programme; and,
- monitor the progress of the capital programme and key variances between plans and performance.

The CSB reports to the Policy & Resource Committee who are responsible for strategic policy, finance and corporate risk management including recommending the Capital and Revenue Budget, Medium Term Financial Strategy and Corporate Plan to Full Council.

An overview of the CSB's governance role and its place in the Council's structure is provided in the diagram below.



## Additions to the Capital Programme

Throughout the financial year, business areas put forward proposals for new projects that are required to meet the needs of their services for consideration at the Capital Strategy Board.

All proposed schemes requiring capital investment provide capital bid forms, signed off by Finance Business Partners, including the following minimum information:

- Description of the scheme;
- The estimated financial implications, both capital and revenue;
- The expected outputs, outcomes and contribution to the Council's Priorities;
- Risk assessment and appraisal with potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

Business cases are scrutinised by the Capital Strategy Board where representatives will discuss and appraise the schemes based on reference to the capital strategy, corporate priorities, and evaluation criteria contained within the capital bid form. Recommendations are then put to CMT for additions to be included in the December Budget Headlines Report.

These proposals along with the officer approved Capital Programme are then presented as part of the Budget Report to P&R in February and referred to Full Council for approval; thereby setting the full capital programme for future years.

## Monitoring and Reviewing the Capital Programme

The decision-making framework and monitoring arrangements support effective delivery of the programme by ensuring projects are and continue to be realistic, not only financially but also with regard to timescales for deliver and benefits realisation.

Quarterly reports are developed based on the outcome of reviews at Finance Business Partner level and additional review and challenge at the Capital Strategy Board. The reports are scrutinised by elected members through the Financial Performance & Contracts Committee and provide a basis for the CSB to understand and address risks, and change forecasts where appropriate.

## Changes to the Capital Programme

Any slippages or accelerated spending or deletions to the capital programme are approved by the Policy and Resources Committee.

### *a) Deletions*

Regular formal challenge is provided to capital schemes throughout the capital programme from multiple sources such as Finance Business Partners (FBPs) and CSB members. Scrutiny is applied when expenditure has not yet been incurred or is lower than the anticipated profile of payments. Consequently, deletions are identified which remove projects which are recognised as no longer being required. Removing unnecessarily planned capital expenditure not only reduces the revenue requirement but also supports good financial management in accurately forecasting project costs and reducing slippage.

### *b) Slippage & Accelerated Spend*

In addition to the process of challenge of continued inclusion within the capital programme, scrutiny by FBPs or CSB members has been provided to the profiling assumptions of every scheme. 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.

## 9) Risk Management

The principal risks concerning any capital programme are around funding of the current and future projects, variations in the cost from agreed budgets and the projects not delivering the planned outcomes. Given that the council has limited reserves and no scope to increase its borrowing as a result of its revenue budget constraints, the council needs to adopt a low appetite approach to risk and investment.

**Funding** – All projects included within the programme are fully funded however there remains the risk that projects can overspend or not deliver the anticipated benefits

resulting in revenue pressures for the council.. Where external funds are being used the funds will be secured with funding agreements prior to their inclusion or received in advance. Where conditions apply careful monitoring will be in place to ensure the terms are met to prevent possible loss. Where borrowing is required the revenue costs will be built into the Medium Term Financial Strategy.

**Cost Variation** – These fall into two categories;

- i. Where the timing of expenditure changes from the budget set, and,
  - ii. Where the overall cost of the projects changes from the approved budget.
- This may result in a change to the borrowing profile of the Council and therefore have revenue implications. It may also affect the overall outcome of the project as decisions may need to be taken to ensure that the project that can be completed, with a potential impact on benefits delivered.
  - Managers are required to ensure adequate budget is in place prior to the commencement of projects. Budget should include a contingency sum to allow for possible anticipated variations where prices are not fixed with contractors. Careful monitoring and timely reporting is required to reduce the effects of cost variations. Budgets will be re-profiled to ensure timing changes are captured. Managers are required to identify alternative funding sources where overall cost variations occur during the delivery to contain them before sums are committed.

**Delivery of Outcomes** – Outcomes must be measured and compared against original objectives to ensure value for money and to reduce risk.

- Risk may increase if project delays cause disruption to the service and require interim solutions with both financial and non-financial consequences. The CSB will meet throughout the year to discuss progress on projects and makes decisions to minimise risk.
- If planned savings are not produced from the investment the revenue budgets may have a shortfall which will have to be addressed. It is therefore essential that careful evaluation of business cases and financial models are carried out and approved prior to the projects commencing.



## Appendix A: Prudential Indicators

Detailed description of prudential indicators

**Authorised limit for external debt:** This is a control on the maximum level of borrowing and represents a limit beyond which external debt is prohibited. This limit needs to be set or revised by the full Council and reflects the external debt that, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.

**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.

**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 which has not been immediately paid for which increases 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 asset's life, and so charges the economic consumption of capital assets as they are used.

## Appendix B: Capitalisation Policy

Capital expenditure as defined in section 2 is capitalised on an accruals basis. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. Any expenditure on an asset that is under £10,000 is considered non-enhancing and is treated as revenue expenditure. Any acquisitions such as equipment and vehicles for less than £10,000 are assessed and included in Property, Plant and Equipment if considered appropriate to do so.

In accordance with *IAS 16- Property, Plant and Equipment* assets are initially measured at cost, comprising:

- the purchase price;
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management; and
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.



The costs of assets acquired other than by purchase is deemed to be at fair value, unless the acquisition does not have commercial substance. In the later case, where an asset is acquired via an exchange, the cost of the acquisition via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Council.

Further details of the Council's capital expenditure accounting policies can be found in the Council's published Statement of Accounts which are available at [www.barnet.gov.uk](http://www.barnet.gov.uk).

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# London Borough of Barnet

## **Treasury Management Strategy Statement**

### Minimum Revenue Provision Policy Statement and Annual Investment Strategy

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2019/20

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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.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

*"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*

Revised reporting is required for the 2019/20 reporting cycle due to revisions of the MHCLG Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately.

This authority has not engaged in any commercial investments and has no non-treasury investments. However, the Council has entered into lending activity to support its priorities and the borrowing required to support this lending activity is included within this statement.

## 1.2 Reporting requirements

### 1.2.1 Capital Strategy

The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2019-20, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long-term 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 capital strategy is to ensure that all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

### **1.2.2 Treasury Management Reporting**

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

**Prudential and treasury indicators and treasury strategy** (this report) - The first and most important report is forward looking and covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters 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.

## **1.3 Treasury Management Strategy for 2019/20**

The strategy for 2019/20 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 MHCLG 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 23 October 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 2019/20;
- Annual Investment Strategy for 2019/20;
- Prudential Indicators for, 2019/20 to 2021/22;
- MRP statement (see Appendix para 5.1.1).

#### **1.7 Recommendations**

The main recommended revisions to the Treasury Management Strategy are:

- New external borrowing in 2018-19 has all been short-term. With interest rates of all durations expected to increase, short-term loans will be switched into longer maturities in 2019-20.

#### **1.8 Changes between 2018-19 and 2019-20 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 0.75% until quarter 2, 2019.
- The use of Money Market Funds as specified investments has been expanded to include LVNAV funds (see appemdix 5.3).

- The mid-year change made in 2018-19 to include “loans to organisations delivering community benefits” within permitted non-specified investments is also reflected in the 2019-20 strategy.
- Permitted non-specified investments also include a new category for loans to TBG Open Door Limited.
- Capital expenditure include the proposed loans to TBG Open Door Homes Limited and Saracens Rugby Club.

## **1.9 Additional external Borrowing**

It is anticipated that external borrowing to finance the 2019-20 and later capital programmes and lending activity will be required to taken in early to mid 2019.

## **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 2019/20 – 2021/22

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:

<b>Capital expenditure £'000</b>	<b>2017/18 Actual</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
<b>Non-HRA</b>	<b>115,514</b>	<b>262,413</b>	<b>275,563</b>	<b>61,639</b>	<b>62,526</b>
<b>HRA</b>	<b>49,378</b>	<b>33,564</b>	<b>78,143</b>	<b>19,589</b>	<b>18,049</b>
<b>Total</b>	<b>164,892</b>	<b>295,977</b>	<b>353,706</b>	<b>81,228</b>	<b>80,575</b>

Other long-term liabilities. The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements, which already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need.

<b>Financing of capital expenditure £'000</b>	<b>2017/18 Actual</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
Capital receipts	32,706	25,534	60,020	467	0
Capital grants	60,886	85,248	57,956	1,190	0
Capital reserves	7,598	28,977	20,837	2,602	1,250
Revenue	29,258	25,894	26,404	19,589	18,049
<b>Total Financing</b>	<b>130,448</b>	<b>165,653</b>	<b>165,217</b>	<b>23,848</b>	<b>19,299</b>
<b>Net capital financing need for the year</b>	<b>34,444</b>	<b>130,324</b>	<b>188,489</b>	<b>57,380</b>	<b>61,276</b>

The value of capital expenditure included planned loans to TBG Open Door Homes and Saracens Rugby club.

## 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 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	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
<b>Capital Financing Requirement</b>					
CFR – non-housing	258,532	370,846	510,861	555,178	603,560
CFR – housing	200,634	207,961	243,982	243,982	243,982
<b>Total CFR</b>	<b>459,166</b>	<b>578,807</b>	<b>754,843</b>	<b>799,160</b>	<b>847,542</b>
<b>Movement in CFR</b>	<b>23,515</b>	<b>119,641</b>	<b>176,036</b>	<b>44,317</b>	<b>48,382</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year (above)	34,444	130,324	188,489	57,380	61,276
Less MRP and other financing movements	-10,929	-10,683	-12,453	-13,063	-12,894
<b>Movement in CFR</b>	<b>23,515</b>	<b>119,641</b>	<b>176,036</b>	<b>44,317</b>	<b>48,382</b>

### 3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the capital activity of the Council. 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 overall treasury management portfolio as at 31 March 2018 and at 31 December 2018 are shown below for both borrowing and investments.

	Investments and Borrowing			
	31.3.2018		31.12.2018	
	£'000	%	£'000	%
<b>Treasury Investments</b>				
Money Market Funds	47,100	49.3%	23,600	61.1%
Local Authorities	23,000	24.1%	5,000	13.0%
Banks UK	20,400	21.4%	10,000	25.9%
Banks Overseas	5,000	5.2%	0	0.0%
Total treasury investments	95,500	100.0%	38,600	100.0%
<b>Borrowing</b>				
PWLB	241,580	79.4%	241,580	71.2%
Bank borrowing - LOBO's	62,500	20.6%	62,500	18.4%
Total long-term debt	304,080		304,080	
Short-term local authority debt	0	0.0%	35,000	10.3%
Total Treasury Borrowing	304,080	100.0%	339,080	100.0%
Net Treasury Investments / (Borrowing)	-208,580		-300,480	
Other long-term liabilities	-15,974		-15,974	
<b>Net Investments / (borrowing)</b>	<b>-224,554</b>		<b>-316,454</b>	

The Council's forward projections for borrowing 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.

<b>£'000</b>	<b>2017/18 Actual</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
<b>External Debt</b>					
Debt at 1 April	304,080	304,080	361,521	537,857	582,474
Expected change in Debt	0	57,441	176,336	44,617	48,682
Other long-term liabilities (OLTL)	16,402	15,974	15,601	15,228	14,855
Expected change in OLTL	-428	-373	-373	-373	-373
Actual gross debt at 31 March	<b>320,054</b>	<b>377,122</b>	<b>553,085</b>	<b>597,329</b>	<b>645,638</b>
The Capital Financing Requirement	<b>459,166</b>	<b>578,807</b>	<b>754,843</b>	<b>799,160</b>	<b>847,542</b>
Under / (over) borrowing	<b>139,112</b>	<b>201,685</b>	<b>201,758</b>	<b>201,831</b>	<b>201,904</b>

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 2019/20 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year. Previously we have reported that no difficulties were expected with this indicator in future year. However, the growth in loans will need monitoring to ensure that borrowing does not exceed the CFR. 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	2018/19 Projected Actuals	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Debt	361,521	639,242	683,932	732,687
Other long-term liabilities	15,974	15,601	15,228	14,855
Total	377,495	654,843	699,160	747,542

**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.

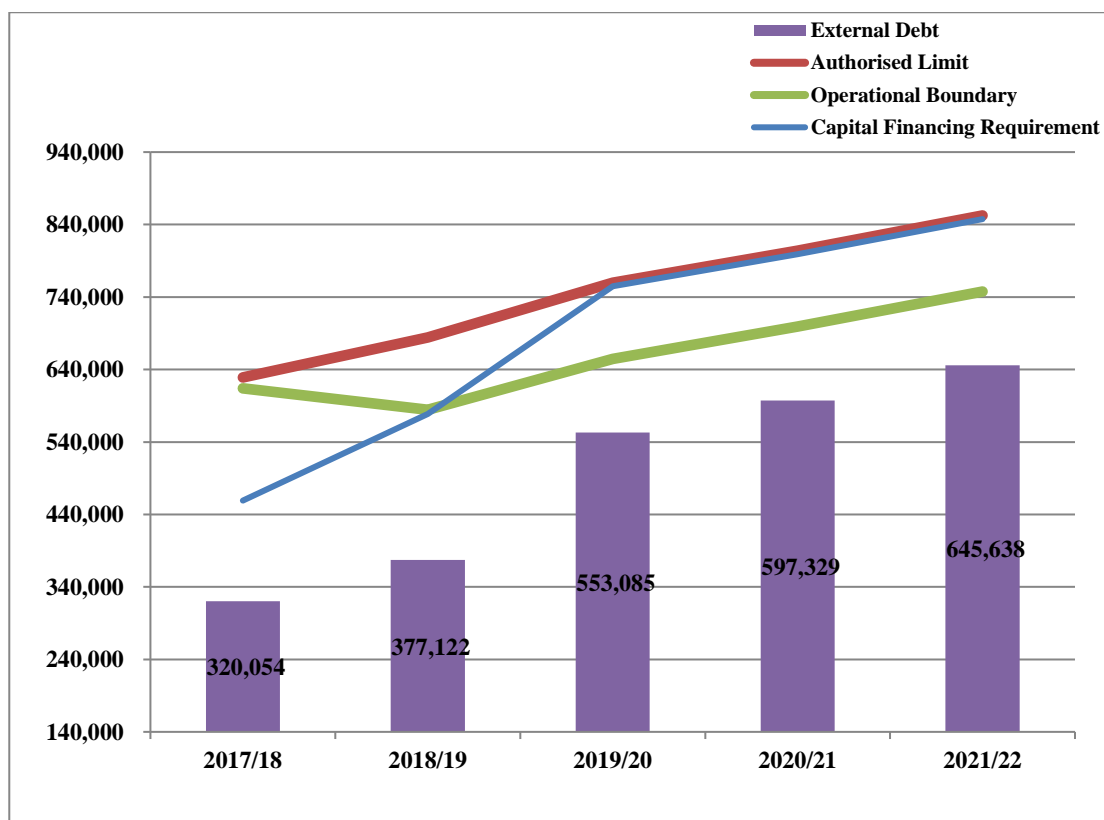
1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £'000	2018/19 Projected Actuals	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Debt	361,521	739,242	783,932	832,687
Other long-term liabilities	15,974	20,601	20,228	19,855
Total	377,495	759,843	804,160	852,542

Until recently (October 2018), the Council was limited to a maximum HRA CFR through the HRA self-financing regime. This limit was £240.043 million. HRA has replaced this limit in their business plan with a voluntary limit of £350 million.

HRA Debt Limit £'000	2018/19 Projected Actuals	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt cap	240,043	350,000	350,000	350,000
HRA CFR	210,031	244,616	244,616	244,616
HRA headroom	30,012	105,384	105,384	105,384

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 flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth became increasingly strong during 2018 until slowing significantly during the last quarter. At their November quarterly Inflation Report meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. On a major assumption that Parliament and the EU agree a Brexit deal in the first quarter of 2019, then the next increase in Bank Rate is forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns and purchased riskier assets. In 2016, we saw

the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed rate to reach 2.25 – 2.50% in December 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We therefore saw US 10-year bond Treasury yields rise above 3.2% during October 2018 and investors causing a sharp fall in equity prices as they sold out of holding riskier assets. However, by early January 2019, US 10-year bond yields had fallen back considerably on fears that the Fed was being too aggressive in raising interest rates and was going to cause a recession. Equity prices have been very volatile on alternating good and bad news during this period.

From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### **Investment and borrowing rates**

- Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.
- Borrowing interest rates have been volatile so far in 2018-19 and while they were on a rising trend during the first half of the year, they have backtracked since then until early January. 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, (the difference between higher borrowing costs and lower investment returns), to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

### **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 2019/20 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 Financial Performance and Contracts 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).

Current expectations are that interest rates, both short and long term will gradually increase. Cash balances have been reduced to levels consistent with maintaining liquidity and are supported by short-term borrowing. The immediate focus is on when to switch borrowing into longer term debt to lock in rates that remain remarkably low in the longer-term context.



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 Financial Performance and Contracts 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 following: -

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

In accordance with the above guidance from the MHCLG 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 the United Kingdom or countries with a minimum sovereign credit rating of AA from Fitch (or equivalent). This minimum rating does not apply to the United Kingdom. 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 0.75% until quarter 2 2019 and then to gradually increase to 2.00% by quarter 1 2022. Bank Rate forecasts for financial year ends (March) are:

- 2018/19 0.75%
- 2019/20 1.25%
- 2020/21 1.50%
- 2021/22 2.00%

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:

2019/20	1.00%
2020/21	1.50%
2021/21	1.75%

The overall balance of risks to economic growth in the UK is probably neutral. The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably

also even and are dependent on how strong GDP growth turns out, how slowly inflation pressures subside, 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:

<b>Maximum principal sums invested &gt; 364 &amp; 365 days</b>			
<b>£m</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Principal sums invested > 364 & 365 days	£25 million	£25 million	£25 million

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.

#### **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 2019/20 – 2021/22 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).

MHCLG 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).

The Council has not made voluntary revenue provisions.

#### **Loan to Open Door**

The Council has established a company to which it will be providing loans 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.

%	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Non-HRA	4.54%	5.16%	6.40%	7.78%	8.06%
HRA	11.77%	12.82%	13.83%	14.41%	14.10%

Both ratios, in particular Non-HRA, increase substantially reflecting the scale of the capital programme and the lending activity outline in section 2.1 of the statement.

#### b. HRA ratios

£	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt £'000	199,501	206,828	242,849	242,849	242,849
HRA debt cap	240,043	240,043	350,000	350,000	350,000
HRA revenues £'000	60,677	58,216	57,665	60,163	61,484
Multiple of debt to revenues	3.3	3.6	4.2	4.0	3.9

£	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt £'000	199,501	206,828	242,849	242,849	242,849
Number of HRA dwellings	9,745	9,483	9,387	9,130	8,681
Debt per dwelling £	20,472	21,810	25,871	26,599	27,975

#### **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	2019/20	2020/21	2021/22
<b>Interest rate exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates based on net debt</b>	100%	100%	100%
<b>Limits on variable interest rates based on net debt</b>	40%	40%	40%
<b>30%</b>			
	<b>Current</b>	<b>Lower</b>	<b>Upper</b>
Under 12 months	29%	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	52%	0%	75%
25 years to 50 years	12%	0%	100%
<b>Maturity structure of variable interest rate borrowing 2019/20</b>			
	<b>Lower</b>	<b>Upper</b>	
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 10% and the proportion over 25 years would be 30%. Currently the prevailing and forecast rate of interest on new debt is lower than the existing LOBO loans making any interest calls unlikely.

The variable limit has been increased from 30% to 40% to reflect the classification of LOBO loans as variable. Currently, LOBO loans and short-term borrowing represents 29% of debt balances.

**5.2 INTEREST RATE FORECASTS 2019 – 2022**

Link Asset Services Interest Rate View													
	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

### 5.3 CREDIT AND COUNTERPARTY RISK MANAGEMENT

The MHCLG issued Investment Guidance in 2018, 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.

#### Low Volatility Net Asset Value (LVNAV) Money Market Funds

A new category of money market funds (MMF) has been introduced into the table below – low volatility net asset value. All sterling funds that do not invest mainly in government bonds are no longer able under EC regulations to be classified as constant net asset value (CNAV).

One of the characteristics of a MMF is that one pound invested is always returned (there have been no sterling exceptions) as a pound (with income distributed monthly). CNAV MMF's are able to maintain a stable net asset value provided that the market value of the underlying investments is within 0.5% of the cost.

All the existing MMF's in use by Barnet will be changing to a Low Volatility Net Asset Value structure. The rules and structure are substantially similar. LVNAV funds can only maintain a fixed value if the value of investments is within 0.2% of the cost. In order to maintain a close relationship between costs and value, it is expected that the average maturity profile of MMF's will be shortened. LVNAV funds unlike CNAV funds are allowed to impose liquidity fees and redemption gates on investors under certain circumstances. The MMF's in which we invest will continue to be AAmmf rated and we will spread our investments over more than one fund to protect against redemption restrictions and costs.

The table below provides further details on the counterparties and limits for specified investments.

<b>Instrument</b>	<b>Country/ Domicile</b>	<b>Counterparty</b>	<b>Maximum Counterparty Limits £m</b>
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		CNAV MMF's LVNAV MMF's	£25 million
	UK and EC 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 & EC domiciled.	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.

**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.

#### Loans to Local Organisations

The Council will allow loans (as a form of investment) to be made to organisations operating in the borough that bring community benefits. The Council will undertake due diligence checks to confirm the borrower's creditworthiness before any sums are advanced and will obtain appropriate level of security or third party guarantees for loans advanced. The Council would expect a return commensurate with the type, risk and duration of the loan. A limit of **£25 million** per counterparty (and **£50 million in aggregate**) for this type of investment is proposed with a duration commensurate with the life of the asset and Council's cash flow requirements. **All loans would need to be in line with the Council's Scheme of Delegation and Key Decision thresholds levels.**

#### **Loans to TBG Open Door Limited**

The Council is considering advancing loans to its only owned affiliate TBG Open Door Limited to fund the purchase and build of affordable homes. A provision is included below for lending up to a maximum of £300 million.

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 (or in the case of loans to local organisations, by a suitably qualified external advisor appointed by the Council) 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
Loans to organisations delivering community benefits.	Over the life of the asset.	£25 million per counterparty.	Yes	Loans to sporting clubs based in the borough.
Loans to TBG Open Door Limited	As set out in the loan agreement	£300 million	Yes	

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 rating 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. The Council will not always follow the maximum maturity guidance issued by Link. However, any deposit made with a longer maturity than the Link guidance will be approved with the Chief Financial Officer.

#### **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
- U.S.A.

##### **AA**

- Abu Dhabi (UAE)
- France
- Hong Kong
- U.K.

This page is correct as at 15 January 2019. The Council will continue to utilise UK counterparties should the national rating fall below AA provided the individual counterparty restrictions are achieved.

## **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) The Financial Performance and Contracts 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.;
- preparation of a capital strategy to include capital expenditure, capital financing, and treasury management, with a long-term timeframe;
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money; and
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.

# Reserves and Balances Policy

## 1. Background

Barnet Council is required to maintain adequate financial reserves as they play vital part of prudential financial management of the authority, including the ongoing ability of the organisation to meet the balanced budget requirement. The purpose of this policy is to set out how the Council will determine the level and purpose of reserves.

Reserves are an integral part of sound financial management. They help the Council to manage with unpredictable financial pressures and plan for future spending commitments.

Councils are free to determine the type and level of reserves they hold. Barnet council are responsible for ensuring that the level, purpose and planned use of reserves is appropriate when developing the Medium Term Financial Strategy and setting the annual budget

Section 32 and 43 of the Local Government Finance Act 1992 require local authorities to have regard to the level of reserves needed for meeting estimated future expenditure then calculating the budget requirement. However, there is no specified minimum level of reserves that an authority should hold. It is the responsibility of the Chief Financial Officer and the Members of the Council to determine the level of reserves and to ensure that there are procedures for their formation and use.

## 2. Operation of Reserves

**2.1** When reviewing the Medium Term Financial Strategy and preparing annual budgets the Council should consider the establishment and maintenance of reserves.

Reserves are sums of money held by the Council to meet future expenditure.

**2.2** Reserves are generally held to do three things:

- Create a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. This forms a part of general reserves.
- Create a contingency to cushion the impact of unexpected events or emergencies. This also forms part of general reserves.
- Creates a means of building up funds, often referred to as earmarked reserves, as defined above, to meet known or predicted liabilities.

## 3. Types of Reserves

### 3.1 Reserves are classified in specific categories to help distinguish between the type of reserve and their use.

**General Fund Reserves** – (also referred to as General Fund Balances), to meet short term, unforeseeable expenditure arising from unexpected events or emergencies. To enable significant changes in resources or expenditure to be properly managed over the period of the Medium Term Financial Strategy.

**Unusable reserves** – these arise out of a requirement under legislation and proper accounting practice either to accumulate revaluation gains or as adjustment accounts to comply with statutory accounting requirements. These reserves are not backed by resources and therefore cannot be used for any other purpose. Hence, these reserves are not available to fund expenditure

**Earmarked and Specific Reserves** – to meet known or predicted requirements, or established by statute. The purpose of this reserve is to enable sums to be set aside for specific purposes or in respect of potential or contingent liabilities where the creation of a provision is not required or permitted.

- Major Repairs Reserve

The balance on this reserve represents the amount unspent of the major repairs allocation (MRA) and will be used to meet housing capital expenditure in future years.

- MTFS Reserve

The Council will maintain an MTFS reserve to support the delivery of progressive reductions in expenditure over the coming years, manage increased uncertainty as a result of recent transfers of business rates and council tax support into locally financed expenditure and to fund the one-off costs of transformation needed to allow future savings and for capital investment supporting our economic growth agenda.

- Collection Fund Smoothing Reserve

The purpose of this reserve is to account for timing differences between when the MTFS expects tax receipts to come on stream and when the income actually starts to be accrued. Differences can occur as a result of a number of factors such as accelerated or slipped completion of housing developments affecting when properties are liable for council tax. It is deemed that an appropriate 'cap' on this reserve should be £5m. Any additional balance above that will be freed up and placed into other earmarked reserves.

- Costs of delivering the MTFS (Transformation Reserve)

This reserve is to fund one-off costs in relation to the delivery of the savings required over the MTFS period and will be kept under review by the section 151 officer as savings and projects are implemented. £2m has been earmarked for this purpose. In addition to the £2m fund for MTFS delivery, £0.600m relating to the ongoing review of outsourced services and the transitional costs of insourcing Strategic HR and Finance are to be included within this reserve following approval at Policy and Resources Committee in December 2018.

- Revenue implications of capital  
This reserve has been established as a source of funding towards costs which do not meet the strict definition of capital expenditure but for which there was no revenue provision. An example of this type of cost would be feasibility work or for costs such as the decanting of staff contained within the costs of the Office Build project. The balance allocated is £2.428m which is deemed an appropriate amount for the MTFS period.
- Community Infrastructure Reserve  
This reserve is likely to be required to support Community Infrastructure Capital projects and growth in Housing and Business.
- Public Health Reserve  
The Council assumed responsibility for certain Public Health functions from April 2013 supported through a new Public Health grant; this reserve will be used to manage any over or underspends against this grant which is restricted to Public Health expenditure.
- Special Parking Account Reserve  
This account is to hold the additional income achieved above the agreed surplus transferred to the General Fund on annual basis. The amount to be transferred to the General Fund is agreed annually, but is subject to change in year. The reserve can be used for several activities such as; bus priority measures and improvements to bus stops, on-street measures to promote walking and cycling, road safety measures, traffic reduction and traffic management measures, environmental street improvement schemes in town centres and development of school travel plans and workplace travel plans.
- Services Specific Reserves  
Includes the net unspent balance of services and other budgets where it has been agreed that such sums could be carried-forward for use in subsequent years.

#### **4. Establishing a new Reserve**

**4.1** New reserves may be created at any time, but must be approved by Policy and Resources Committee when a reserve is established. Policy and Resources Committee needs to approve the following:

- *Purpose* – the reason for creating the reserve should be clearly stated.
- *Usage* – there should be a clear statement of how and when the reserve can be used.
- *Basis of transactions* – delegated authority for approval of expenditure from the reserve.
- *Management and control* – a member of Council Management Team must have responsibility for the reserve, although day to day management of the reserve may be delegated to a specific officer.

## **5. Reporting Reserves**

- 5.1** The Chief Financial Officer has a fiduciary duty to local tax payers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
- 5.2** The overall level of balances will be reported quarterly as part of the CFO's report to the Financial Performance and Contracts Committee.
- 5.3** The budget report to Council will include a forecast of the level of reserves over the MTFS period.

## **6. Reviewing Reserves**

- 6.1** The level of reserves for the next five years will be reviewed at least annually as part of the Medium Term Financial Strategy process. The Council Management Team (CMT), together with other responsible officers, will review the Council's earmarked reserves for relevance of purpose and sustainability. A profile of income to and expenditure from the reserves will be produced for inclusion within the Medium Term Financial Strategy (MTFS).
- 6.2** All reserves are reviewed as part of the budget preparation, financial management and closing processes.
- 6.3** Any amendments to earmarked reserves should be reported to Policy and Resources Committee for approval.
- 6.4** Once a reserve has fulfilled the purpose for which it was established, the balance should be reallocated to another similar purpose earmarked reserve or General Fund Reserve.

It is the responsibility of the Chief Financial Officer to advise the Council about the level of reserves that it should hold and to ensure that there are clear procedures for their establishment and use and to report on the appropriateness of reserves.

## **7. Reserve Balances**

- 7.1** Over the life of the current Medium Term Financial Strategy, the Council intends to maintain the level of the General Fund Working Balances at or above £15m.
- 7.2** The level of earmarked reserves is set out in the Medium Term Financial Strategy and is linked into individual service delivery plans. The Chief Financial Officer assesses that the level of non ringfenced revenue reserves should not fall below £20m during the MTFS period.

## **8. Reserves and the management of risks**

- 8.1** Councils are facing significant financial challenges both now and in the future. The unprecedented reduction in government funding since 2010/11 and a decline in a

number of other income sources. As well as the rising demand and increased costs for many services all pose a significant rising pressure and long-term risk for the Council.

- 8.2** The Council may consider using reserves to manage these risks. Certain earmarked reserves are set aside to deal with specific risks (as outlined in section 3).
- 8.3** The Council also manages unexpected financial shocks by maintaining the General Fund Working Balances. The level of this Working Balance is kept under review and it is the responsibility of the Chief Financial Officer to ensure it is at a level that is appropriate and reasonable as part of the budget setting process.
- 8.4** The Council is facing the following risks in the medium to long-term which are all to be managed as part of the MTFS process;

#### On-Going Risks

- The implementation of the Council's budget savings programme
- Service Budgetary control
- Service spending pressures such as the unavoidable increase in demand for Social Care Services (such as children in care) coupled with the increased cost of complex packages and investment required to improve the service
- Inflationary pressures on Pay and Contracts
- Changing demographics and growing population particularly among the very young and very old, and with more people moving to London Borough of Barnet further increasing the pressure on our Services such as schools, housing and social infrastructure.
- Localisation of Business rates does always present a collection rate risk and an economic downturn risk
- Continued reductions in Government funding through to 2020 as part of the four-year settlement offer.

#### New Risks

- Economic Stability on the run up and post-Brexit outcomes dependent on final deal. It is uncertain what the financial impact will have both at a Central Government level and the affects this will have filtered down to Local governments.
- Central Government has indicated the possibility of further devolution of services/responsibilities to local authorities and

these may not be sufficiently funded and impact may not be fully quantifiable.

- Welfare Reforms and the full roll out of Universal Credit which could impact on rent collection and potentially increase the number of homeless and vulnerable people seeking support and accommodation in the borough.

## **9. Delegated Authority**

- 9.1** Authority to approve reserve contributions and drawdowns is with the Council's Section 151 Officer unless explicitly agreed by the Policy and Resources Committee. Examples of where this delegation may be to other officers is when the funding is legally ringfenced for a specific purpose.



# London Borough of Barnet

## Debt Management Policy

01 April 2019

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

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

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

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

### **Core Principles**

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

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

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

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

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

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

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

### Service Requirements

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

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

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

### Provisions

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

### Charging Policies

The Council will charge for all services where allowable.

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

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

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

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

### Performance Management

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

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

### **Monitoring and reporting of debt**

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

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

\*1 DCLG: Department for Communities and Local Government

\*2 DWP: Department for Work and Pensions

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

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

Housing Benefit	Collection	65% of debt recovered in current year against debt raised in current year. 25% of debt recovered in	Revenues and Benefits Manager
Type of Debt	Activity	Target	Responsible Officer
		current year against all debt outstanding 5% of debt written off against all debt outstanding	

## **Collection and Recovery**

### **Sundry Debt**

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 28 days.

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

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

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

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

The Council offers six different payment dates for customers who opt to pay council tax by Direct Debit as this is the most efficient and cost-effective method of payment for the Council. Business rates (NNDR) offers Direct Debit on the 5<sup>th</sup> of the month.

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 charging of Parking is under the powers of the Road Traffic Regulation Act 1984 (RTRA 1984). Local authorities may:

- Impose charges for parking in car parks; and
- Charge for parking in on-street parking bays (e.g. through the sale of



permits/vouchers and through various short-term payment methods)

The legislative regime for enforcing Penalty Charge Notices (PCN) is set out within the Traffic Management Act 2004 and The Civil Enforcement of Parking Contraventions (England) Regulations 2007

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-policyconsultation/user\\_uploads/parking-policy-12\\_08\\_2014.pdf](https://engage.barnet.gov.uk/development-regulatory-services/parking-policyconsultation/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 yearend should be identified and reported through regular budget monitoring.

### **Customer Care and Debt Advice**

The Council will:

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

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

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

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

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

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

### **Advice and assistance**

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

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

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

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

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

#### Citizens' Advice Bureau

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

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

Local branches:

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

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

#### National Debtline

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

#### Business Debtline

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

#### Stepchange

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

### **Review of this policy**

The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. This policy will be reviewed annually to allow it to be updated and to take any service improvements or changes into account.

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Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
<b>Strategic Risks (28)</b>														
STR004	Future financial pressures and funding 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. business rates localisation and fair funding review) that affect council services could lead to further reduction of the multi-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage.	Chief Executive	Finance	P&R - Medium and long term strategic planning	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	4	5	4	20	4	4	Treat
STR034	Debt management	If debts are not managed effectively this could lead to extra borrowing or an overspend on the revenue budget resulting in further financial strain, reduction in service quality or provision, resident dissatisfaction and reputational damage.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	- Debt management strategy	4	5	4	4	16	3	2	Treat
STR021	Delivery of Ofsted Improvement Action Plan	If the Ofsted Improvement Action Plan is not delivered across the partnership quickly enough, this could lead to outcomes for children, young people and families not improving at the pace required; also this may result in negative monitoring reports and future inspection outcomes.	Strategic Director, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-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 Partnership functions, membership and work programme. -Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across the 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 levels (particularly when moving at pace).	5	4	4	4	16	4	3	Treat
STR007	Significant adults 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 and public scrutiny.	Chief Executive	Statutory Duty	A&S - Embedding strength-based practice	-Adherence to the London multi-agency safeguarding adults policy and procedures. -Training programme and supervision policy and practice standards. -Quality assurance programme, including case audit, supervision audit, performance monitoring. -Report to CMT Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults and Safeguarding Committee and Health and Wellbeing Board annually. -Quality assurance ongoing in adult social care. -Provisional Mosaic safeguarding reports are in place.	5	5	5	3	15	5	3	Tolerate
STR020	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.	Strategic Director Adults, Communities and Health	Statutory Duty	A&S - Embedding strength-based practice	-A programme board is in place to drive delivery of a fully functioning case management system (Mosaic), a new expert delivery partner has been procured and has now started to deliver the programme -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. -LBB to continue close monitoring of plan and delivery.	5	5	5	3	15	1	1	Treat
STR024	Tri-borough reorganisation of the Met Police	Reorganisation of the Met Police into a tri-borough format may result in a dip in performance while the changes take place, police resources previously available to Barnet being reallocated to Harrow and Brent, and an increase in police response times due to the service being delivered over a larger geographical area and the relocation of police hubs. These events may ultimately lead to a decrease in community safety, reputational damage and a reduction of public confidence in policing in Barnet.	Strategic Director, Environment	Statutory Duty (the Met Police are responsible for these duties)	CL - Safer communities	-Regular sharing of data including the police staffing numbers and police response times. -Regular meetings with the Met Police borough commander. -Regular monitoring of confidence in police via Resident Perception Surveys by the council and Metropolitan Police surveys. -There is increased collaboration between the Met Police borough commander and Barnet's senior management team. -A monitoring regime has been implemented in advance of the implementation of the Tri-borough reorganisation.	3	5	3	5	15	2	4	Treat

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							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
STR013	Brexit	Due to the complex nature of services provided, demographic changes and macro-economic changes, the council may be unable to effectively respond in an agile way to Brexit resulting in not being able to deliver organisational objectives, financial impact and reputational damage.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-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. -Budget modelling takes into account latest population projections, changes in legislation and emerging pressures. Therefore, long-term planning allows for financial planning and certainty but an annual review allows for any emerging pressures to be factored in.	5	4	5	3	15	5	1	Treat
STR023	Commercial viability of strategic suppliers	If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction, failure to discharge statutory duties and financial costs.	Deputy Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-Contract management framework, with policy and procedures for commercial activity. -Contract monitoring takes place monthly with quarterly reporting to Financial Performance and Contracts Committee. -Contract register kept under review with checks on financial status of strategic suppliers. -Contract management arrangements in place, including indicators to identify financial stress. -Business continuity plans in place.	5	4	5	3	15	4	3	Treat
STR028	Impact of insourcing Re and CSG services on performance, contract and finance management	Proceeding with the business case for insourcing services delivered by Re and CSG (subject to committee agreement) without comprehensive and effective change management and risk management could lead to service disruption, temporary or longer-term performance reduction, additional costs, reduced long-term savings, contractual complications with remaining outsourced services, loss of technical knowledge and experience through personnel changes and failure to deliver statutory duties. This could result in additional costs to the council being incurred.	Chief Executive	Finance	P&R - Medium and long term strategic planning	1. Officers identified to carry out financial analysis ahead of choosing which of the business case options will provide best value for money and highest performance. 2. Elected members scrutiny of the business case decision via Full Council. 3. Effective management of "STR008 Successful challenge to the decision-making process" in relation to this insourcing risk.	5	5	5	3	15	5	1	Treat
STR031	Financial controls	If financial controls are not sufficient this could lead to the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	-A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	5	5	3	15	5	1	Treat
STR033	Implementation of 19/20 savings	If the savings identified for 2019/10 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget resulting in the use of reserves, reduction in service quality or provision, resident dissatisfaction and reputational damage.	Chief Executive	Finance	P&R - Medium and long term strategic planning	-Monthly budget monitoring	5	5	5	3	15	4	2	Treat
STR035	Failure of third party Pension administrator meeting standards	Poor performance levels could result in delays meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; reputational risk through negative media exposure; and members not receiving the correct benefits or receiving benefits late.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	-Recruitment of a pensions consultant to enhance client side management. -Monthly update meetings to measure progress against data cleanse plan.	5	4	5	3	15	3	2	Treat
STR022	Development of Barnet House	Colindale Full Business Case (FBC) has a challenge to remove the liabilities around Barnet House. Failure to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement could result in increased costs, reduced margins, reduced stakeholder confidence, reputational damage and reduced revenues.	Deputy Chief Executive	Finance	P&R - Implementing The Way We Work programme	-An option appraisal has been written, which details the available options to maximise value from Barnet House and the Colindale office building. The most financially beneficial option has been confirmed to be moving to Colindale and negotiating an early Barnet House lease surrender Negotiations with the Barnet House freeholder / head-lease holder will take place once the report has been presented at TW3 Board.	5	4	4	3	12	2	3	Treat



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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	P&R - Continuing to improve Customer Services	-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. -Barnet Partnership Board meetings.	4	4	4	3	12	4	3	Tolerate
STR027	Compliance with Equality Duty without an Equalities Officer	With no dedicated Equalities Officer in place there is an increased risk that compliance with the Public Sector Equality Duty under the Equality Act 2010 is not maintained resulting in worsening outcomes for Barnet residents and legal action against the council.	Chief Executive	Statutory Duty	P&R - A culture of transparency and accountability	-Equality Policy 2014 in place -Strategic Equalities Objective in place -Corporate Performance Indicators in place -Equality Annual Report in place -Equality commitments to residents published -Equality Champions trained and in place -Mandatory Equality learning and development in place -Equality guidance material and advice available to all staff -Equality Duty is considered when any policy is developed, decided upon, implemented and reviewed -Joint Senior Leadership ownership of improved outcomes for people who have protected characteristics	5	5	4	3	12	4	1	Treat
STR001	Ability to attract and retain scarce skills or those in high demand	If the council is unable to attract and retain scarce skills or those in high demand within the labour market there could be an impact on the ability to deliver outcomes for residents and statutory responsibilities resulting in financial pressure, reputational damage and poor customer satisfaction.	Deputy Chief Executive	Statutory Duty	P&R - Medium and long term strategic planning	-Targeted interventions are underway to attract social workers in children's social care, and a further intervention is underway to convert agency social workers to permanent staff. -A new recruitment system is being implemented to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates. -The council is investing in new office accommodation in Colindale which will provide a new, modern working environment where staff can work in a more flexible, agile way. -The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. -An audit of the staff onboarding process is about to commence reviewing and seeking improvement to the processes for new starters. - Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff.	4	4	4	3	12	4	2	Treat
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.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-The council has a corporate Business Continuity Strategy and Plan, and maintains a network of business continuity leads, with quarterly meetings on this subject. -The council carries out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios. -Quarterly Business Continuity meetings.	4	5	4	3	12	4	2	Treat
STR032	Implementation of new recycling and waste collection rounds	If issues with the implementation of the new recycling and waste collection rounds continue into the New Year this could lead to further service disruption and financial strain resulting in resident dissatisfaction and reputational damage.	Chief Executive	Statutory Duty	ENV - Modernising Environmental Services	-Ongoing communication with residents on new/revised collection days. -Additional and narrow access vehicles deployed to complete rounds. -Issues with blocked access and assisted collections followed-up. -Additional resources put into Contact Centre to handle increased volume of customer contacts. -Social media monitored and follow-up daily.	4	5	3	4	12	2	2	Treat
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around health and safety (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach, financial loss, personal injury or death.	Deputy Chief Executive	Health and Safety	HOUS - Building compliance and fire safety	-Health and safety policies and processes for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessments (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	3	5	2	10	5	1	Treat

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STR008	Successful challenge to the decision-making process	If statutory obligations to consult 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	P&R - Medium and long term strategic planning	-Corporate advice and guidance on decision-making are in place, with a clearance process. -Senior officers and members have oversight of decisions.	5	4	5	2	10	5	2	Tolerate
STR010	Potential fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and policies and procedures are neither fit for purpose nor adhered to, 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.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	-The council observes financial regulations, internal controls and standing orders, and contract procedure rules. Responsibilities relating to fraud prevention, detections and investigations are set out in the council's constitution. -There is a policy framework in place called the counter-fraud framework which contains counter-fraud, bribery and corruption policy and a whistleblowing policy. -The council also has an employee code of conduct which includes a gifts and hospitality policy, also other HR policies are in place. There is oversight by the Audit Committee. -The council has a dedicated fully qualified Corporate Anti-Fraud Team (CAFT), and an internal audit team who work closely together and have a risk based joint work plan which includes a communication/publicity strategy to ensure fraud risks/issue are identified and the control environment is reviewed as well as consideration and continued planning in relation to new risks and outcomes from internal audits/fraud investigations. -The CAFT also conduct proactive fraud drives and provide Fraud Awareness programmes and advice. CAFT take part national 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 are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	4	4	3	3	9	3	2	Treat
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, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (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. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	4	4	3	3	9	3	2	Treat
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) could expose IT networks to attacks the results of which could compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades. -The GDPR implementation plan such as continuing to push GDPR eLearning training, but risk score remains the same	4	4	4	2	8	4	2	Tolerate
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) could lead to disruption of IT networks resulting in a loss of access to information assets and disruption to council services.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-Incident management policies in place to improve resilience and support business continuity, including regular assessment of information assets	4	4	4	2	8	4	2	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
STR011	Impact of change in policies across the council/for specific committees	If there is a change in policies or in priorities across the council/for specific committees, this could result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-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.	4	3	4	2	8	4	2	Tolerate
STR012	Potential health and safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health and safety / compliance policies and 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.	Director of Public Health	Health and Safety	P&R - Medium and long term strategic planning	-Health and safety policies and processes around managing compliance are in place (available on the intranet), and the 95 buildings are being managed effectively. There are plans to identify gaps for other council stock. -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 health and safety advice available as required, but alongside Barnet-based staff with health and safety knowledge of local issues carrying out monitoring activities (including health and safety audits and inspections) as well as a statutory officer in place. -We have systems to collect information on incidents, and undertake regular health and safety audits and reports to senior officers and committees.	5	4	4	2	8	4	2	Treat
STR029	Employer failure to pay contributions to the Pension Fund	If the Pension Fund does not receive the correct amount of contributions from employers to fund employee pension liabilities this could lead to a scheme deficit resulting in member dissatisfaction, reputational damage and legal consequences.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	-Monthly monitoring of contribution payments received by the finance and administration teams. -Reconciliation through annual scheme returns.	4	5	4	2	8	2	1	Treat
STR025	Contractual disputes due to underperforming commissioned services	The potential for contract underperformance or non-delivery of commissioned services could result in disputes between Barnet and its delivery partners which, if unresolved, could lead to ongoing service delivery underperformance, failure to discharge statutory duties, legal/contractual costs, reputational damage and ultimately commissioned services being brought back in-house with the loss of planned savings and guaranteed income.	Commercial Director	Finance	P&R - Medium and long term strategic planning	-Contract performance is measured by monthly/quarterly/annual indicators and the output specification. -Contract performance is monitored via monthly/quarterly performance reports and monthly contract management meetings. -Dispute resolution is supported by a jointly managed issues log, the contract dispute resolution processes including escalation to exceptional meetings and legal support from HB Public Law. -Service continuity is ensured by provisional service continuity plans.	5	4	3	2	6	3	2	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no Impact	Likelihood	Residual Risk (with Impact	Likelihood	Risk Score	Target Risk Impact	Likelihood	Response Option
Service Risks (13)														
Adults, Communities and Health (6)														
AC001	Increased overspend 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 (DASS)	Statutory Duty	A&S - Embedding strength-based practice	The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-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 new MTFS to 2024 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 which focus on reducing demand for services and finding more creative ways to manage complex need.	5	5	5	4	20	3	3	Treat
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 and breach of statutory duty.	Head of Integrated Care Quality	Business Continuity	A&S - Integrating local health and social care	For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. Care Quality advisors support homes through best practice support and supporting staff development. If issues identified then there is a clear provider concerns process to access risk to individuals and support improvement. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. 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. On-going work across the care market to share best practice, support staff development and improve quality of care. Development of a provider support 'offer' to ensure support offered by care quality team is meeting need. Implementing a new approach to monitoring - more streamline and better focus on quality. Working across North Central London to share ideas / learning how quality improvement programmes, including scoping opportunities for a more integrated approach with health.	5	5	4	5	20	4	3	Treat
PH06	Pandemic Influenza type disease outbreak - LA business continuity risk	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the boroughs residents.	Director of Public Health	Statutory Duty	A&S - Health and Wellbeing	Secure tools developed to support the recording and updating of cases offline in emergency situations. Barnet multi-agency pan flu preparedness exercises and plans.	5	4	5	4	20	5	4	Tolerate
AC031	Budget management	Following the move to the new case management system, delays in resolving issues have limited the ability for the council to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion, leading to overspend.	Assistant Director Community and Wellbeing	Finance	A&S - Embedding strength-based practice	Workarounds in place to provide financial forecasts.	4	5	4	4	16	1	1	Treat
AC005	Challenges to recruit and retain qualified staff	A challenging job market (rest of London competing for the limited supply of social workers, qualified occupational therapists and other social care staff across all levels) could lead to difficulties in recruiting and retaining sufficient staff, resulting in insufficient staff to meet demand, reliance on agency workers impacting on budget, inability to carry out quality work, knock on effect on morale, non-statutory duties being de-prioritised.	Assistant Director Community And Wellbeing	Staffing and Culture	A&S - Integrating local health and social care	The Unified Pay and Reward project puts in place options to offer incentives. The Delivery Unit can also make use of agency staff. There is a workforce development plan in place to mitigate this risk in the medium to long term. Where appropriate transferring agency staff onto permanent contracts.	5	4	4	4	16	3	2	Treat

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							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
AC028	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 and Wellbeing	Statutory Duty	A&S - Embedding strength-based practice	A programme board is in place to drive delivery of a fully functioning case management system (Mosaic) - A new provider, Bettergov, has been appointed to complete the implementation of the system. -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. -LBB to continue close monitoring of plan and delivery.	5	5	5	3	15	1	1	Treat
<b>Assurance (2)</b>														
AG020	Audit actions not implemented	If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Statutory Duty	P&R - A culture of transparency and accountability	Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Quarterly meeting to discuss non-implementation with Assurance Director or Chief Exec in attendance - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Growth bid submitted for 2019/20 to address risk of increased number of audit actions being raised and subsequent non-implementation / additional follow-up work	4	5	4	4	16	4	3	Treat
AG022	Inability to effectively respond to Major Emergency Incident	The failure to implement the EP2020 recommendations and Resilience Standards for London, could lead to the inability to effectively respond to a major emergency resulting in failure to deliver statutory support of emergency services under the Civil Contingencies Act 2004, increased risk/harm to individuals, legal challenge, financial and reputational.	Assurance Director	Business Continuity	P&R - Emergency planning, preparedness and response	1. Current review of EP and BC arrangements including EP2020 and resilience standards 2. Tested Plans and arrangements in place 3. Interim support arrangements in place in service and also with Haringey EP team in event of major incident	5	5	5	3	15	4	2	Treat
<b>Deputy Chief Executive (2)</b>														
DCE001	Challenge to deliver capital projects with CSG corporate programmes	Lack of capabilities to deliver capital and infrastructure projects within CSG corporate programmes could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget and over time.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	1. With uncertainty around the future relationship between LBB and Capita, retention of staff is becoming a key risk. 2. There is ability to take resource from the wider Capita supply chain, at day rate costs. 3. Ability to procure resource from other frameworks, at day rate costs. 4. Prioritisation of capital schemes to ensure appropriate focus of resources.	5	4	5	3	15	5	1	Treat
DCE002	Brent Cross funding strategy	The lack of agreement of a long-term funding strategy could lead to delays in the Brent Cross project specifically the delivery of the Brent Cross Thameslink station resulting in a financial impact to the Council's future income streams.	Deputy Chief Executive	Finance	ARG - Regenerating Brent Cross Cricklewood	1. The risk is being managed by the Brent Cross Governance Board and Assurance Board where Officers were working on finalising a long term funding strategy. 2. There is Short term financing of the project has been agreed to March 2019 which has allowed for more time for a long-term financing agreement.	3	5	3	5	15	3	2	Treat
<b>Environment (3)</b>														
TS013	Passenger transport services move	The handback of NLBP will necessitate the relocation of PTS vehicles with operation to a suitable alternate site, not being able to secure suitable site will result in either incurring additional costs to extend the current lease (subject to availability) or cause disruption to the Home to School transport service for Special Education Need children in and out of borough.	Street Scene Director	Business Continuity	ENV - Delivering transport improvements	Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	5	5	4	20	4	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
PI011	Winter Service	As a result of relocating the gritting depot from Barnet to Harrow there is a risk that the associated increased travel time will be detrimental to the ability to deliver an effective service in terms of speed of response and in particular the possibility that this may prevent the three eastern routes from being treated within the required timescale which may lead to road traffic accidents, associated insurance claims and even non-compliance with statutory duty in extreme cases.	Strategic Director, Environment	Business Continuity	ENV - Delivering highways improvements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. 4. Relevant contacts at TfL identified and daily exchange of plans/information implemented. 5. Lessons learnt exercise from the 2017/18 gritting season and the review and subsequent changes in operations is planned and underway in advance of the 2018/19 winter gritting season due to commence in October 2018. The intention of this exercise is to make changes that will improve service outcomes, including changes that will assist in reducing timescales of completing gritting operations.	5	4	5	3	15	5	2	Treat
PI022	Ongoing Operation of the Central Management System	Risk related to the Harvard Central management system being incapable of operating the street lights and providing reports to the Meter Administrator of the energy consumption usage to inform the monthly energy bills. This is due to the fact that Harvard have gone into Administration and as a consequence obtaining replacement parts and reporting of data may not be possible.	Strategic Director, Environment	Health and Safety	ENV - Delivering highways improvements	Authority client team has written to the PFI Service Provider Barnet Lighting Services to ask them to immediately identify the impact of Harvard going into administration, including: 1. Identifying historical faults to determine the quantity of spare parts required; 2. to identify current stock levels; 3. Based on 1 and 2 to identify timescale to meet BAU requirements; 4. to formulate an urgent Business Continuity Plan; 5. To identify any issues relating to providing data to the Meter Administrator each month for the electricity billing as failure to provide this would lead to at least a 40% increase in bills.	5	5	5	3	15	5	2	Treat
Joint Risks (5)														
Education and Skills (1)														
ES-023	Overall schools budget (DSG) overspends	Demand pressures resulting in Overall schools budget (DSG- Dedicated schools grant) overspends leading to pressure to cut SEN spending.	Education and Skills Director	Finance	CE&S - Ensuring Barnet schools remains in the	-Close monitoring of the budget.	4	5	4	4	16	4	4	Tolerate
Customer Support Group (2)														
CSG07	Quality of CSG finance support falls below required standard	Inadequate resourcing and/or poor processes could lead to incomplete or misleading financial information resulting in sub-optimal financial performance and poor value for money outcomes.	Head of Finance	Finance	P&R - Medium and long term strategic planning	-Weekly meetings to discuss issues and challenges and current staffing provision. -Temporary staff appointed to cover vacancies.	5	5	5	3	15	2	3	Treat
CSG08	Misstatement of pension fund	The lack of appropriate resourcing and non-escalation of issues to the appropriate manager could lead to a misstatement of pension fund statutory accounting and reporting (errors and delays) resulting in a qualified audit report, cost overruns/variations from auditor and associated reputational damage.	Head of Finance	Statutory duty	P&R - A culture of transparency and accountability	An improvement plan is in place to improve membership data, reducing the risk of material errors within valuations underpinning the pension fund valuation  All recommendations contained within the draft 2017/18 Pension Fund ISA260 document will be implemented in full  Additional controls will be implemented in relation to debts outstanding to the pension fund to reduce the risk of them becoming irrevocable	4	5	3	5	15	2	1	Treat
Re (2)														
OP14	Insufficient staff in Highways	Difficulties in retaining experienced and qualified Highways staff could lead to non-qualified staff being tasked to deliver specialised priority tasks resulting in poor delivery of tasks, non-compliance to	Barnet Partnership Director	Staffing and Culture	ENV - Delivering highways	1. Regular service level meetings with LBB to ensure all services are being managed to ensure seamless delivery. 2. Recruit experienced and qualified staff	3	4	4	4	16	2	2	Treat
OP27	Affordability of the Thames Link project	If the Thames link project becomes un-affordable this could lead to the project not going ahead and potentially the grant being clawed back from Government, this would result in LBB being liable for any abortive costs and would also have an impact on the viability of Brent Cross South.	Deputy Chief Executive (LBB)	Finance	ARG - Regenerating Brent Cross Cricklewood	1. Governance board has overcite of the project budget, monthly meetings are in place to review this. 2. Dedicated finance Resource is being recruited and will report to Finance manager (Paul Clarke)  3. Re are exploring whether the grant is at risk should the project not go ahead.	5	3	5	3	15	3	1	Treat

## Policy and Resources Committee Delivery Plan (Year 1 – 2019/20)

### 1. Committee Context

The Policy and Resources Committee is the principal way that strategic policy and plans on major issues are discussed and recommended to Full Council. The committee is responsible for; strategic policy, finance, corporate risk management, Information Technology, strategic partnerships, emergency planning and customer services.

### 2. Financial Context

The total amount of savings identified for Policy and Resources Committee for 2019/20 is £2.3m. These are shown in Table 1.

**Table 1: Savings proposals**

Savings ref	Service area	Description of saving	2019/20 £000
P&R4	CSG	Capita contract price reduction	640
P&R4a	CSG	Further Capita contract savings	400
P&R5	Central expenses	Insurance contract renegotiation	22
P&R6	Commissioning Group	Senior management changes (NB only counting savings in Commissioning Group here)	750
P&R7	Commissioning Group	Reconfigure Communications & Strategy team and reduce running costs	183
P&R9	Cross-cutting (Commissioning)	Economies of scale from joined up professional support services	297
P&R21	Assurance	Stop refreshments for committee meetings	0.5
P&R22	Assurance	Stop rental costs for member surgeries & use council owned / free premises	4
P&R23	Assurance	Stop funding of BT lines for elected members	16
<b>GRAND TOTAL</b>			<b>2,312</b>



Table 2: Delivery Plan

Priority	How will we achieve this?	Year 1 Timescales	How will we measure this?	Year 1 Targets	What are the key risks?
Ensuring we have strong financial management to make best use of our limited resources	- Deliver Year 1 of the five-year Medium Term Financial Strategy (MTFS)	Mar 2020	- Outturn is within £1m of the budget	<£1m	<ul style="list-style-type: none"> <li>- The <b>uncertainty of the national and regional political landscape, legislative changes and local government funding changes</b> that affect council services could lead to further reduction of the multi-year budget</li> <li>- If the <b>savings identified for 19/20 are not fully implemented</b> this could lead to non-achievement of MTFS targets and an overspend on the revenue budget</li> <li>- If there are <b>ineffective internal controls, governance arrangements, or policies and procedures</b> this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption</li> </ul>
	- Monitor budgets robustly and equip staff with the skills to be able to do this effectively	Mar 2020	- In-year incoming resources balanced to outgoing resources	-£4.2m	
	- Review and realign contracts to ensure services are delivered in the most efficient way	Mar 2020	- Budget savings being delivered	100%	
	- Tighten financial controls to reduce unnecessary spend and target fraud	Mar 2020	- Number of high and medium audit recommendations issued - relating to fundamental financial systems	Monitor	
	- Timely implementation of high and medium audit recommendations relating to fundamental financial systems	Mar 2020	- Percentage of implemented high and medium audit recommendations relating to fundamental financial systems	90%	
	- Report outcomes of related CAFT investigations (link to CAFT report to Audit Committee)				
Continuing to improve customer services	- Maintain new council website so it is easier for customers to transact digitally with the council 24/7 and find relevant information	Mar 2020	- Overall satisfaction with customer services	TBC (89% in 18/19) <sup>1</sup>	<ul style="list-style-type: none"> <li>- Overall <b>demand on services</b> could lead to increased costs resulting in benefits not being realised.</li> <li>- <b>Technical or accessibility issues</b> could prevent customers from successfully using the website resulting in increased levels of dissatisfaction.</li> <li>- Delays in project implementation could lead to <b>full savings not being</b></li> </ul>
	- Promote the digital offer and remove unnecessary contacts to reduce phone demand and costs	Oct 2019	- Satisfaction with the council's website	TBC (55% in 18/19) <sup>2</sup>	
	- Introduce notifications to		- Use of website a. Percentage increase in web volumes	a. TBC <sup>3</sup>	

<sup>1</sup> Target to be confirmed in March 2019.<sup>2</sup> Target to be confirmed in March 2019.<sup>3</sup> X% increase in web volumes. Target to be confirmed in March 2019.



	proactively update residents on service requests	Jun 2019	b. Percentage reduction in phone volumes  - Cost of Customer Service provision (via benefits tracker)	b. 30%  Reduce baseline by £400k (c.20%)	<b>realised</b> in 2019/20.
Continuing to work effectively with our strategic partners to improve outcomes	- Meet with strategic partners on a quarterly basis to network and identify joint working opportunities	Mar 2020	- Overall attendance at strategic partnership meetings	80%	- If strategic partners do not value a partnership approach this could lead to an <b>ineffective partnership</b> and lack being unable to deliver on joint priorities
Planning strategically to enable Barnet to grow and meet the needs of residents	Deliver the Local Plan milestones: - Publish Regulation 18 draft local plan for public consultation - Publish Regulation 19 draft local plan for public consultation  - Publish consultation drafts for two other Planning Frameworks to support emerging areas of growth including in existing town centres.  - Publish an Infrastructure Delivery Plan and Site Viability evidence for a revised Community Infrastructure Levy (CIL) Charging Schedule	Jul 2019  Mar 2020  Mar 2020  Mar 2020	- Deliver Planning Policy Documents <sup>4</sup>	100% <sup>5</sup>	- Significant objections or lack of support for draft policies or proposed site allocations could <b>delay the Local Plan timetable resulting in delayed adoption of new policies to guide development</b> . This is being mitigated through appropriate evidence, several stages of public consultation and member engagement. - Unnecessary delay to the consideration of proposed policy documents can be mitigated by ensuring timely committee meetings are diarised. - Changes to national or regional policy or targets <b>could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner</b> . This is mitigated by careful monitoring and coordination through sub regional groups such as the West London Alliance, London

<sup>4</sup> SPKPI001<sup>5</sup> Target to be confirmed in March 2019.

					Councils and the Association of London Borough Planning Officers.
Being resilient as a local authority	<p>Comply with new Resilience 2019/20 Standards for London by:</p> <ul style="list-style-type: none"> <li>- Publish annual report</li> <li>- Provide Secretariat function to Borough Resilience Forum and keep Risk Register up-to-date</li> <li>- Participate in resilience exercises e.g. Preparer and Safer City</li> </ul>	<p>Mar 2020</p> <p>Nov 2019</p> <p>May 2019</p>			<ul style="list-style-type: none"> <li>- Non-compliance with new Resilience Standards for London could lead to <b>Barnet being unable to effectively respond to an emergency incident</b> in the borough.</li> <li>- A major or continuing incident could demand partner agencies attention away from the Borough Resilience Forum resulting in an <b>ineffective forum</b>.</li> <li>- A lack of trained staff could lead to Barnet being <b>unable to fully participate in resilience exercises</b>.</li> <li>- Non-compliance with Business Continuity (BC) work schedule could lead to Barnet being <b>unable to effectively respond to a BC incident</b>.</li> </ul>
	<p>Comply with Business Continuity (BC) work schedule 2019/20 by:</p> <ul style="list-style-type: none"> <li>- Publish annual report and BC Statement</li> <li>- Review BC contact details (bi-annual)</li> <li>- Participate in annual BC exercise</li> </ul>	<p>Jun 2019</p> <p>Feb/Aug 2019</p> <p>Jan 2020</p>			

### Total Savings - 2019/20 - 2023/24

	19/20	20/21	21/22	22/23	23/24	Total
Theme Committees	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(6,081)	(3,402)	(1,724)	(1,332)	(1,092)	(13,631)
Assets, Regeneration & Growth*	(1,064)	(2,273)	(1,757)	(700)	(500)	(6,294)
Children, Education & Safeguarding	(3,912)	(1,959)	(1,009)	(1,404)	(1,509)	(9,793)
Community Leadership & Libraries	(243)	-	-	-	-	(243)
Environment	(4,630)	(3,800)	(1,800)	(2,400)	(2,500)	(15,130)
Housing	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)
Policy & Resources	(2,312)	(1,827)	(661)	(434)	(361)	(5,595)
Public Health	(1,132)	(424)	(310)	(350)	(352)	(2,568)
<b>Identified Savings</b>	<b>(20,622)</b>	<b>(14,554)</b>	<b>(8,901)</b>	<b>(8,280)</b>	<b>(7,551)</b>	<b>(59,908)</b>
Adults Pipeline Savings	0	0	(1,200)	(2,375)	(1,950)	(5,525)
<b>Total Savings</b>	<b>(20,622)</b>	<b>(14,554)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(65,433)</b>
* CT growth savings & CT support savings (shown as CT income)	(657)					(657)
<b>Savings as per MTFS</b>	<b>(19,965)</b>	<b>(14,554)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(64,776)</b>

Adults & Safeguarding																			
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
Efficiency																			
E2	Adults & Safeguarding	Staffing Efficiencies	Efficient and Effective	This saving is based on the previous MTFS saving (£213k), plus an additional 5% budget reduction across adult social care staffing (Total staffing spend is circa £15.5m).	This will be subject to formal consultation with staff. All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy, which supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation	This has the potential to impact on service delivery where capacity is reduced, such as longer waiting times. However, as far as possible, the proposals will take advantage of vacancies and maintain a strong front line.	If service delivery is negatively impacted there may be some negative impact on residents which will be kept under review.	An equalities impact assessment (EIA) will be undertaken as proposals develop and prior to commencement of formal consultation. This will need to consider staff and service users if there is a reduction in service level	(682)		(113)								(795)
E3	Adults & Safeguarding	Transformation of Your Choice Barnet supported living and day-care services	Efficient and Effective	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 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: ( <a href="https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a> ). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the four year period and paragraphs 9.4 to 9.9 provide further details on the methods being used.	Service specific consultation and one to one engagement took place between June-September 2016.  <a href="http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a>	Impact on delivery positive as individuals will be supported to undertake new activities and live more independently. YCB will be using a person centred approach to ensure that the aspirations for individuals are fully met.	Consultation outcomes indicated that people welcomed these changes but needed to be assured that service users would be well supported to make these changes. The committee report on implementation of the new models at YCB (6th November 2017) sets out the reaction of service users and families to the new models.	Equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. <a href="http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a>  The EIA has been reviewed and the impact remains unchanged. The EIA will be kept under review.	(227)	(369)								(596)	
E4	Adults & Safeguarding	Rescoping and targetting of prevention contracts	Efficient and Effective	The savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness. Ensures investment is better aligned with demand profile and delivers a programme of work with the sector to better utilise alternative models of delivery such as social enterprise.	Engagement with providers and community as part of normal commissioning cycle.	This has been assessed on a contract by contract basis, efforts will be made to make savings without impacting on service delivery.	This has been assessed on a contract by contract basis, efforts will be made to make savings without impacting on service delivery.	Equalities impact will be considered on a contract by contract basis, with a full EIA where there is the potential for resident impact.	(370)	(255)		(43)							(668)
E5	Adults & Safeguarding	Telecare overheads	Efficient and Effective	The current service has delivered £0.9m in savings from social care costs. This proposal is to continue with telecare services, maintaining the use of care technology to support people and reduce care costs whilst reducing the cost of the services by bringing the management of telecare service in house. It is anticipated that the front-line services for assessment, installation and monitoring will continue to be provided by the current sub-contractors. The proposal also includes some continued support from the current provider to support the on-going development of the service. The proposal is that the change will be made at the end of the 3 year contract in April 2020.	Engagement with providers	Telecare services will continue and the management of the front-line services for assessment, installation and monitoring will continue to be provided by the current sub-contractors. No impact to service delivery is anticipated however this will be kept under review as proposals develop.	No impact to customer services is anticipated however this will be kept under review as proposals develop.	Equalities impact will be considered as proposals develop.		(155)									(155)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment											Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20 £000 FTE	2020/21 £000 FTE	2021/22 £000 FTE	2022/23 £000 FTE	2023/24 £000 FTE				
E6	Adults & Safeguarding	Meeting eligible needs in more cost-effective settings	Efficient and Effective	The council will have due regard for use of resources when support planning to create more cost effective support plans. This will mean considering the full range of care options to meet eligible needs (e.g. residential care) rather than offering community-based placements (e.g. supported living) by default. The saving level is based on the assumption that new clients are placed in cheaper accommodation settings where appropriate, and is calculated by assuming 50% of the current differential between high cost community placements and the maximum usual price for a residential placement is saved.	This is in line with the Care Act and does not required a specific consultation. Engagement with individuals will take place as part of the councils assessment and support planning process, which will identify eligible needs and support options that meet those needs. There may be a cases where a community placement that is more expensive than residential provision is offered, as this is necessary to meet the specific needs of an individual. In line with Care Act guidance, people who access and support services, and if appropriate, their carers will be involved at all stages in the care and support assessment process, and options to meet eligible care needs will be fully explored with people.	We will continue to meet our Care Act duties through meeting clients' eligible needs. However, some clients and their carers / families, may consider this change unfavourable if they have a preference for a community placement.	This could have an impact on customer satisfaction where their preferred option is staying in the community.	An equities impact assessment has been carried out and shows potential negative impact. Impact on individuals will be assessed on an individual basis as part of the care planning process.	(424)							(424)	
E7	Adults & Safeguarding	Reduction in printing costs	Efficient and Effective	This represents a 33% saving on the current £150k spend on printing costs. This is based on targeting current areas of high spend and moving them towards less paper-intensive processes. New technology / digital processes developed as part of The Way We Work (TW3) Programme, for example enabling online self-service client financial assessments	Service specific consultation is not required.	No impact	No / minimal impact	Assessment show no equalities impact. The option to print will remain where it is necessary to avoid any negative impact for people with protected characteristics.	(25)	(25)						(50)	
Total									(1,728)	(917)	(43)	0		0	0	(2,688)	
Growth and Income																	
I1	Adults & Safeguarding	BCF	Opportunity	The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. This is income allocated to Adult Social Care to help provide integrated health and care services. As part of the BCF pooled budget the council is expected to receive a minimum uplift. It is anticipated that at a minimum the council will receive an uplift of 1.9% or 148k in 19/20. The 'saving' is made from the base budget, which has been replaced by the BCF.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.	(647)							(647)	
I2	Adults & Safeguarding	IBCF	Opportunity	The 'Improved' Better Care Fund will continue to 19/20. In recent years, the council has seen a steady increase in referrals from acute hospitals. NHS referrals now account for 76% of all enablement use and over half of all adult social care referrals now come from the NHS. This is income in the form of use of monies from the Better Care Fund and avoids reductions to adult social care that would be detrimental to the NHS. The savings is made from base budgte which is being replaced by IBCF.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.	(1,391)							(1,391)	
I3	Adults & Safeguarding	Maintaining affordable levels of inflation	Opportunity	Maintaining affordable levels of inflation on care and support packages while continuing to meet statutory duties.	Engagement with providers but service specific consultation not required.	Has the potential to have an impact on providers' ervice levels and sustainability. Will continue to work with providers to mitigate this	As this could impact providers' ability to provide services, there could be an impact on customer satisfaction	An equalities impact assessment will be completed with each provider on a case by case basis.	(1,000)	(500)	(500)	(500)	(500)	(500)		(3,000)	

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
I4	Adults & Safeguarding	Prepaid cards	Opportunity	By implementing a pre-paid card solution and transitioning 80% of direct payment clients to it, and a separate online facility to upload evidence of spend, we can increase transparency and then recoup unspent / wrongly spent monies from clients. Based on evidence from elsewhere and assumptions from the service, a medium impact scenario would realise year on year savings of c.£500k (6% of total DP spend), with a lower amount in year 1 and a spike in year two.	Service specific consultation is not required	This should have a positive impact on the ability of the service to monitor Direct Payment spend	This should have a positive impact on customer satisfaction, as the solution makes it easier to provide returns on DP spend. However, some people may prefer to use the old methods of monitoring	An initial equalities impact assessment has been completed and show a minimal potential positive impact. This will be kept under review as proposals develop.	(250)		(250)								(500)
I5	Adults & Safeguarding	Reduction of bad debt	Opportunity	Improving the process of bad-debt collection and preemptively channelling more clients onto direct debts to prevent defaulting, we may be able to reduce the budgetary provision for bad debt, by 10% of the total provision, currently circa £1m.	Service specific consultation is not required	Will not impact service delivery as is based on existing debt collection policy / process	Some customers will be under increased pressure to pay debts to the council; but these will be people that have been assessed as able to pay and who have received a service.	This will only impact clients / estate that have been means tested and are owing monies to the local authority.	(100)		(50)		(50)		(50)		(50)		(300)
I6		VAT efficient leisure contract	Opportunity	Ensuring a VAT efficient leisure contract	No service user or staff impact	No service user or staff impact	No service user or staff impact	No service user or staff impact			(61)		(124)		(159)		(184)		(528)
I7		SPA income	Opportunity	Use of contract income paid to council	No service user or staff impact	No service user or staff impact	No service user or staff impact	No service user or staff impact	0		(912)		(747)		(373)		(258)		(2,290)
Total									(3,388)		(1,773)		(1,421)		(1,082)		(992)	0	(8,656)
Reducing demand, promoting independence																			
R1	Adults & Safeguarding	Increasing the independence of older adults / clients with physical disabilities	Responsibility	Continuation and further development of work to deliver savings through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements. This will be applied through our strengths based approach to existing and new service users and will lead to increased use of universal services, enablement, telecare, adaptations, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.	Service specific consultation as part of the budget setting process for 2014/15 and 2015/16 budget, prior to the first year of the community offer initiative.  <a href="https://engage.barnet.gov.uk/community-offer">https://engage.barnet.gov.uk/community-offer</a>	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met. This is a continuation of an existing savings programme.	Eligible needs will still be met. However, some users/relatives may still prefer traditional care and find creative options less palatable	EIA/s for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral. In 2018 the EIA has been refreshed with updated data, the impact remains positive/neutral. Cases will continue to be assessed and reviewed on a case by case basis.	(192)										(192)
R5	Adults & Safeguarding	Assistive Technology	Responsibility	This is a continuation of an existing saving. Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, has led to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights) and this will continue in 2019/20. The Council has procured a partner to co-develop and implement this approach, which was implemented in April 2017.	Provider engagement has taken place prior to procurement. Working group of service users and carers has helped inform implementation approach.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff have been trained to identify service users who may benefit from assistive technology, and significant provider engagement is underway to introduce telecare into supported living and residential/ nursing care.	Telecare can enhance individuals' feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	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.	(300)										(300)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment													Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20 £000	FTE	2020/21 £000	FTE	2021/22 £000	FTE	2022/23 £000	FTE	2023/24 £000	FTE	
R8	Adults & Safeguarding	Support for Working age adults	Responsibility	Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option, step up setting where there is a risk of carer breakdown, 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. 19/20 saving is based on existing MTFS. 20/21 saving is based on extending the impact of independence focussed reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer alternative care and this could lead to dissatisfaction.	Equalities impact assessments for service user impact has been undertaken and shows positive /neutral impact on service users.	(285)		(500)		(100)		(150)				(1,035)
R9	Adults & Safeguarding	Mental Health service users moving to step down/independent accommodation	Responsibility	Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can enjoy greater independence and reduce reliance on care. The saving is modelled on lower cost support plans as alternatives are used instead of high cost care. 19/20 saving is based on existing MTFS. 20/21 saving is based on extending the impact of independence focussed reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any move-on plans are developed and supported.	There will be a need to secure suitable accommodation. Social Care staff will need to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will take place to ensure existing providers support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	Impact will be assessed on an individual basis. Should be a positive impact for individuals.	(188)		(112)								(300)
R10	Adults & Safeguarding	Extra-Care Housing 2	Responsibility	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 3, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as potential residents are identified.			(100)		(160)						(260)
R11		Extra-Care Housing 3 (Cheshir House)	Responsibility	Plans are in place to develop a third Extra-Care Housing scheme at Cheshir House, with 75 units. Based on current projections, this should be completed in 2020/21. The benefits case will be updated once the first Extra-Care Scheme has gone live. Current savings projections are based on conservative assumptions	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 2, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as potential residents are identified.							(100)		(100)		(200)
Total									(965)		(712)		(260)		(250)		(100)	0	(2,287)
Overall Savings									(6,081)		(3,402)		(1,724)		(1,332)		(1,092)	0	(13,631)

Assets, Regeneration & Growth																				
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)	
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
Efficiency																				
ARG1	Assets, Regeneration & Growth	Accommodation Strategy	Opportunity	Exiting NLBP2 lease at lease termination (part year benefit in 20/21 ramping up to full benefit in 21/22)	N/A	Alt location for FS will be required (probably East Barnet Library)	Nil	Nil			(623)		(207)						(830)	
ARG2	Assets, Regeneration & Growth	Accommodation Strategy	Opportunity	Moving from rented accommodation to new offices in Colindale will generate savings. In addition, further savings could be generated by utilising other assets more efficiently.	N/A	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on service delivery.	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on customer satisfaction.	The equalities impact will be kept under review on implementation of the Colindale business case and locality strategy. Original can be found at <a href="https://barnet.moderngov.co.uk/documents/s33263/LBB%20Accommodation%20FBC%20v1.1_20160603.pdf">https://barnet.moderngov.co.uk/documents/s33263/LBB%20Accommodation%20FBC%20v1.1_20160603.pdf</a>	(250)		(750)								(1,000)	
Total									(250)	0	(1,373)	0	(207)	0	0	0	0	0	(1,830)	
Growth and Income																				
ARG3	Assets, Regeneration & Growth	Increase in Council Tax base	Opportunity	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	(657)				(500)	0	(500)	0	(500)	0	(2,157)	
ARG4	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Income to be generated through leasing out surplus buidings / space across the portfolio.	Internal, service specific consultation will be undertaken if required.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	Opportunity for commercial letting arrangements only so no equalities impact is anticipated on staff or residents. No EIA is therefore required.	(150)										(150)	
ARG5	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Income from renting out spare space within building an an ad-hoc basis i.e. room hire.	Internal, service specific consultation will be undertaken if required.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	(7)										(7)	
ARG6	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Lease for modular build	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.			(50)								(50)	



Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment													Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20		2020/21		2021/22		2022/23		2023/24		
									£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
ARG7	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Increased ground rent from potential development (Bunn's Lane & Hendon Campus)	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.							(200)				(200)
ARG8	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)	N/A	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.			(850)		(1,050)						(1,900)
Total									(814)	0	(900)	0	(1,550)	0	(700)	0	(500)	0	(4,464)
Overall Savings									(1,064)	0	(2,273)	0	(1,757)	0	(700)	0	(500)	0	(6,294)

Children, Education & Safeguarding																			
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment													Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	FTE	2020/21	FTE	2021/22	FTE	2022/23	FTE	2023/24	FTE	
									£000		£000		£000		£000		£000		
Efficiency																			
E1	Children, Education & Safeguarding	Contract management, including keeping costs down	Efficiency	Inflationary increases to third party contracts are built into the budget. These savings would be achieved by improving contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	(418)		(334)		(334)		(334)		(334)		(1,754)
Total									(418)	0	(334)	0	(334)	0	(334)	0	(334)	0	(1,754)
Income Generation																			
I1	Children, Education & Safeguarding	DSG De-delegation	Efficiency	Charging budgets of maintained schools to fund services previously funded from the Education Services Grant (ESG) and de-delegation to fund school improvement activities if school improvement grant is removed by the Department for Education.	Consultation with and agreement from Schools Forum required. If not agreed then agreement from Secretary of state would be required	This would impact on schools budgets	This could have an impact on customer satisfaction	The proposal seeks to ensure that school improvement activities are continued via use of DSG funding, following withdrawal of the ESG. If this is agreed, any equality implications are anticipated to be low.	(1,000)										(1,000)
I2	Children, Education & Safeguarding	Placements	Efficiency	Continuing Health Care contribution to appropriate placements for 18-25 year olds	None	None	None	No equalities impact is anticipated as a result of this funding change	(300)		(300)								(600)
I3	Children, Education & Safeguarding	Gainshare	Opportunity	Profit share with Cambridge Education through increased income from contracts with other local authorities	None	None	None	No equalities is anticipated as a result of this change							(100)		(50)		(150)
Total									(1,300)	0	(300)	0	0	0	(100)	0	(50)	0	(1,750)
Service reform																			
S1	Children, Education & Safeguarding	Grant funding	Responsibility	Savings through better use of grant funding- eg Troubled Families grant, Youth Justice grant and Trusted Relationships grant	None	None	None	No equalities impact is anticipated as a result of this change	(275)		(200)								(475)
S2	Children, Education & Safeguarding	Early Years further service reform	Opportunity	Development of 0-19 Family Hubs, including reconfiguration of Council staff into Hubs, with no impact on front line staff	A Full Business Case went to CES in June 2018 https://barnet.moderngov.co.uk/documents/g9466/Public%20reports%20pack%2006th-Jun-2018%2019.00%20Children%20Education%20Safeguarding%20Committee.pdf?T=10 . Public consultation was undertaken between February and March 2018. Staff consultation was undertaken in July 2018	The reorganisation will not impact on the current levels of service delivery across the Borough	Findings from the initial pilot are that the new model increases customer satisfaction.	A full Equalities Impact Assessment for staff was completed as part of the Early Years business case considered by the Children, Education, & Safeguarding Committee on 6th June 2018. https://barnet.moderngov.co.uk/documents/s46566/Appendix%204%20Equalities%20Impact%20assessment%20-%20residents.pdf	(527)										(527)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
S3	Children, Education & Safeguarding	Early Years service reform	Opportunity	Transfer Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	Service specific consultation will be undertaken if required.	Likely to impact on the level of support to early years providers	This proposal may impact on customer satisfaction	At this stage the equalities impact is believed to be low. The impact will be kept under review during any contract negotiations.	(75)		(75)								(150)
S4	Children, Education & Safeguarding	Safeguarding Children's Partnership	Responsibility	Implement new multi-agency arrangements for safeguarding children to replace the current Local Safeguarding Children Board, resulting from the new Children Act 2004 responsibilities, introduced by the Children and Social Work Act 2017. This requires a 'shared and equal duty' between statutory partners.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	This proposal may impact on customer satisfaction	Any equality implications are considered to be low and will be kept under review as arrangements are developed.			(100)								(100)
S6	Children, Education & Safeguarding	Legal Spend	Efficiency	Reduce spend through commissioning less external counsel	None	None	None	None			(250)								(250)
S7	Children, Education & Safeguarding	Contact Centre	Efficiency	Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Anticipated that improved efficiency of the model will not have an impact on customer satisfaction	At this stage the equalities impact assessment will be undertaken to determine whether there is an impact.							(150)		(200)		(350)
S8	Children, Education & Safeguarding	Demand Management	Responsibility	Remodelling of placements to reduce number of children in high cost placements	It is not anticipated that this will require formal consultation but there will be engagement with service users and their carers in the development of the proposals	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(400)		(450)		(405)		(550)		(725)		(2,530)
S9	Children, Education & Safeguarding	Autism Placements	Responsibility	Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	It is not anticipated that this will require formal consultation but there will be engagement with service users and their carers in the development of the proposals	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.									(200)		(200)
S10	Children, Education & Safeguarding	Staff flexibility	Opportunity	Back office saving through voluntary option for back office staff to work 4 day weeks	Consultation will be undertaken as part of the project	The impact on service delivery will be assessed as part of the business case	It is not anticipated that this will have an impact on customer satisfaction	An equalities impact assessment will be undertaken to determine whether there is an impact.					(270)		(270)				(540)
S11	Children, Education & Safeguarding	Contracts Review	Fairness	This will be delivered next year through 1) Cambridge Education contract savings- a rebate on pensions under 'allowable assumptions' which will deliver 19/20 savings and 2) ending the Barnet Pre-School Learning Alliance contract. Details on contracts to deliver the further 50k will be worked on next year and there will be consultations if necessary.	Service specific consultation will be undertaken if required.	The impact on service delivery will be assessed as part of the business case	This proposal may impact on customer satisfaction	There may be an equalities impact related to any specific proposals and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop.	(277)		(50)								(327)
S12	Children, Education & Safeguarding	Agency staffing costs including overheads	Fairness	A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	None	None	None	No equalities impact is anticipated as a result of this but it will be kept under review	(190)		(200)								(390)
<b>Total</b>									<b>(1,744)</b>	<b>0</b>	<b>(1,325)</b>	<b>0</b>	<b>(675)</b>	<b>0</b>	<b>(970)</b>	<b>0</b>	<b>(1,125)</b>	<b>0</b>	<b>(5,839)</b>
<b>Shared services models</b>																			

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment													Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20		2020/21		2021/22		2022/23		2023/24		
									£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
S7	Children, Education & Safeguarding	Education and Skills- New Delivery model	Opportunity	Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	Service specific consultation with schools, residents and groups of parents took place during 2014/15. <a href="https://engage.barnet.gov.uk/the-future-delivery-education-and-skills">https://engage.barnet.gov.uk/the-future-delivery-education-and-skills</a>	This saving is not expected to impact on service delivery	There is likely to be a positive impact on schools as services are protected and potentially enhanced.	An initial Equalities Impact Assessment formed part of the business case considered by CELS on the 15th September 2014. <a href="https://barnet.moderngov.co.uk/documents/s17567/Appendix%20Two%20-%20Initial%20Equalities%20Impact%20Assessment.pdf">https://barnet.moderngov.co.uk/documents/s17567/Appendix%20Two%20-%20Initial%20Equalities%20Impact%20Assessment.pdf</a>	(450)										(450)
<b>Total</b>									<b>(450)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(450)</b>
<b>Overall Savings</b>									<b>(3,912)</b>	<b>0</b>	<b>(1,959)</b>	<b>0</b>	<b>(1,009)</b>	<b>0</b>	<b>(1,404)</b>	<b>0</b>	<b>(1,509)</b>	<b>0</b>	<b>(9,793)</b>

Community Leadership & Libraries Committee										
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment				Total Savings (all years)
						Impact on Customer Satisfaction	Equalities Impact	2019/20		
								£000	FTE	
Service Redesign										
S1	Community Leadership & Libraries	Safer Communities	Opportunity	CCTV: Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.	Service specific consultation will be undertaken if required.	This saving could have an impact on customer satisfaction.	The need for an equality impact assessment will be kept under review and carried out if required.	(243)		(243)
Total								(243)		(243)
Overall Savings								(243)		(243)

Environment																		
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment											Total Savings (all years)	
							2019/20	2020/21		2021/22		2022/23		2023/24				
							£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE		
Growth and Income																		
G1	Environment	Green Spaces Development	Opportunity	Invest in 3G pitches: 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 AGPs. Current feasibility work on the creation of sports hubs, as required by the adopted Parks and Open Spaces Strategy and Playing Pitch Strategy, will determine the locations for the new AGPs. These 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.	Public Consultation in relation to the Copthall Masterplan will be undertaken and all documentation reported to a future meeting of the Environment Committee in 2019.	This saving is not anticipated to impact on service delivery.	EIAs will be developed as part of the implementation of the draft Copthall masterplan, due at Committee in June 2019. This will ensure compliance with the requirements of the 2010 Act, also ensuring that the needs of the communities and groups are fully considered. The draft consultation can be found at: <a href="https://engage.barnet.gov.uk/Copthall_Mill_Hill_Master_plan">https://engage.barnet.gov.uk/Copthall_Mill_Hill_Master_plan</a> . This item has previously been reported to Environment Committee in March 2018 - <a href="https://barnetintranet.moderngov.co.uk/documents/s45527/Copthall%20Sports%20Hub%20and%20Mill%20Hill%20Open%20Spaces%20Draft%20Masterplan.pdf">https://barnetintranet.moderngov.co.uk/documents/s45527/Copthall%20Sports%20Hub%20and%20Mill%20Hill%20Open%20Spaces%20Draft%20Masterplan.pdf</a> .	(100)		0		0		0		0		(100)
G2	Environment	Street Scene	Opportunity	Income generation from non-statutory commercial waste services: 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.	No service specific consultation is required.	This saving requires a change to service delivery. The change is in year 3 of a 3-year programme: <a href="http://barnet.moderngov.co.uk/documents/s43101/Appendix%20A%20Environment%20Committee%20Savings%20Proposals.pdf">http://barnet.moderngov.co.uk/documents/s43101/Appendix%20A%20Environment%20Committee%20Savings%20Proposals.pdf</a>	No staff and / or service user equality impact analysis is required.	(300)		0		0		0		0		(300)
G4	Environment	Commissioning Group	Fairness	Fees and charges: Cost recovery from a full review of fees and charges across all Environmental Committee business areas; including parking products and highways services. Fees and charges will be reviewed within the statutory framework. This will include making sure that all fees are collected.	The paper on fees and charges concluded that consultation was not required. Link here: <a href="http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf">http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf</a>	This saving is not anticipated to impact on service delivery.	Equalities impact assessment notes are within the report on fees and charges: <a href="http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf">http://barnet.moderngov.co.uk/documents/s43113/Fees%20and%20Charges%20201819.pdf</a>	(130)		0		0		0		0		(130)
G6	Environment	Safer Communities	Opportunity	CCTV: Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.	No service specific consultation is required.	Improved efficiency of the service.	No staff and / or service user equality impact analysis is required.	(200)		0		0		0		0		(200)
G7	Environment	Green Spaces Development	Opportunity	Asset Management: Optimising the value of green spaces assets to maximise the level of income to sustain service delivery. This is to be achieved through a range of opportunity areas under review (e.g. lease arrangements or as referenced fees and charges)	Service specific consultation will be undertaken if required; including engagement with leaseholders as needed. Proposals will be submitted to future Environment Committee meetings for approval.	This saving is not anticipated to impact on service delivery.	Equality impact assessments will be undertaken if required, in line with any consultation requirements.	(100)		0		0		0		0		(100)
G8	Environment	Commissioning Group	Opportunity	Advertising: A number of opportunities have been identified for advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres. Cases will be dealt with in accordance with the council's policy on a case by case basis.	No service specific consultation will be undertaken. However it will be necessary under section 115G of the Highways Act 1980 to publish and service statutory notices and consider any representation made prior to deciding whether to grant permission for the advertising structure.	This would involve the provision of a new service(s), which is likely to be outsourced.	An initial equalities impact assessment has been completed and minimal impact on service users has been identified. However we are in the early stages of the project and have committed to review at a more appropriate time.	(200)		0		0		0		0		(200)
Total								(1,030)		0		0		0		0		(1,030)
Service Redesign																		
S2	Environment	Green Spaces Development	Opportunity	Parks and Open Spaces Strategy: Following specific site surveys for all green spaces in 2016, we will review and look at changes to how we maintain green spaces and who maintains them. This could be as whole green spaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.	Service specific consultation will be undertaken if required, on a site by site or by area basis. The POSS was adopted in May 2016 by Environment Committee.	This saving requires a change to service delivery.	The POSS was adopted in May 2016 by Environment Committee. <a href="https://barnet.moderngov.co.uk/eListDocuments.aspx?CId=695&amp;Mid=8337">https://barnet.moderngov.co.uk/eListDocuments.aspx?CId=695&amp;Mid=8337</a> . The purpose of the Parks and Open Spaces Strategy is to ensure that the broad diversity residents and communities in Barnet continue to enjoy the benefits of these community assets and their needs and aspirations are reflected in the provision that Barnet makes. <a href="https://open.barnet.gov.uk/dataset/open-spaces-strategy">https://open.barnet.gov.uk/dataset/open-spaces-strategy</a>	(150)		0		0		0		0		(150)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment												Total Savings (all years)
							2019/20	2020/21	2021/22	2022/23	2023/24							
						Impact on Service Delivery	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE		
S3	Environment	Parking	Opportunity	Controlled parking zones: 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.	Consultation has taken place as part of the required statutory process. The main work for the 2019/20 year is Colindale CPZ and the consultation is found here: <a href="https://engage.barnet.gov.uk/colindale-cpz-consultation">https://engage.barnet.gov.uk/colindale-cpz-consultation</a>	This saving requires a change to service delivery. The costs of enforcement and operation of the controlled parking zone have been costed for the financial year and contractors are prepared for the required increase in activity.	EIAs form part of the process for CPZ consultation and implementation.	(150)		0		0		0		0		(150)
<b>Total</b>							<b>(300)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>(300)</b>	
<b>Reducing Demand, Promoting Independence</b>																		
R1	Environment	Commissioning Group	Fairness	Levy payments to the North London Waste Authority: The Council pays a price per tonne specifically for the type and volume of waste that it estimates that it will deliver in the year, to North London Waste Authority, for treatment or disposal. If less waste is delivered than projected, a saving is made on the following year's levy. Future waste savings are reliant on: demand management projects, changes to collection services, and the success of communication campaigns. This will enable realistic lower waste tonnage projections to be made for the future and lower the quantity of waste that is actually collected.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	The need for an equality impact assessment will be kept under review and carried out if required.	(300)		0		0		0		0		(300)
R3	Environment	Green Spaces Development	Responsibility	Increased productivity and reduction of overheads: Develop a range of alternative management models for parks and open spaces including: trusts, management by friends groups, and volunteers. Ensure that all costs are recovered from external agencies, such as Barnet Homes, and ensure that suitable specifications are in place.	A staff consultation will be completed in line with any restructure proposals (in addition to an EIA).	This saving requires a change to service delivery	A review of alternative management models will seek, where applicable, to include staff consultation and completion of an EIA. Any final proposal will be approved via the constitution and delegated powers via the Chief Officer (Environment).	(100)		0		0		0		0		(100)
R4	Environment	Street Scene	Fairness	Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection (R2) and those set out in the November Environment Committee papers relating to parks and open spaces and fees and charges. Full-year effect from service changes which have been agreed by members.	No service specific consultation is required.	This saving is not anticipated to impact on service delivery.	No staff and / or service user equality impact analysis is required.	(200)		0		0		0		0		(200)
R5	Environment	Street Scene	Fairness	Savings recovery plan: Alternative savings provision for £700k of original £900k target for changes to refuse collection (R2). Proposed option to move to a chargeable garden waste service.	Service specific consultation will be undertaken.	This saving requires a change to service delivery	An equality impact assessment will be completed in Mar-19. This will be kept under review as the specific proposals develop.	0		(700)		0		0		0		(700)
<b>Total</b>							<b>(600)</b>		<b>(700)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	
<b>Overall Total</b>							<b>(1,930)</b>		<b>(700)</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	
<b>Priority Spending Review</b>																		
P1	Environment	Green Spaces Development	Responsibility	Delivery of Parks and Open Spaces Strategy: To reduce the annual revenue cost of the operation and management of green spaces by maximising the efficiency of the service and developing new and income generating uses for parks and green spaces sites.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery	An equality impact assessment will be completed. This will be kept under review as specific proposals develop. Proposals will be submitted to a future Environment Committee for review.	0		0		(250)		(1,500)		(2,000)		(3,750)
P2	Environment	Effective Borough Travel	Opportunity	Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	No service specific consultation is required. However it will be necessary under section 115G of the Highways Act 1980 to publish and service statutory notices and consider any representation made prior to deciding whether to grant permission for the advertising structure.	The service is currently outsourced and there is no anticipated impact on delivery.	An initial equalities impact assessment has been completed and minimal impact on service users has been identified. However we are in the early stages of the project and have committed to review at a more appropriate time. Advertising policy was approved by Environment Committee in Sept-18. As proposals are fully developed they will be submitted to future committees for review.	(150)		(100)		(150)		(200)		(250)		(850)
P3	Environment	Effective Borough Travel	Responsibility	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	No service specific consultation is required; as the project will still provide street lighting in compliance with the current code of practice, for lighting the highway, and all lamp columns remain in the same location.	The service is currently outsourced and there is no anticipated impact on delivery.	An equalities impact assessment has been completed and no adverse impacts have been identified for service users and staff.	(400)		(350)		0		0		0		(750)
P4	Environment	Effective Borough Travel	Opportunity	Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.	Service specific consultation will be undertaken if required.	This would involve the provision of a new service(s), which is likely to be outsourced.	An initial programme equalities impact assessment has been completed, with a view to complete a revised assessment as specific proposals develop.	0		(50)		(650)		(700)		(250)		(1,650)
P5	Environment	Effective Borough Travel	Fairness	Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery	The need for an equality impact assessment will be kept under review as the specific proposals develop and carried out if required.	(2,150)		(2,600)		(750)		0		0		(5,500)
<b>Total</b>							<b>(2,700)</b>		<b>(3,100)</b>		<b>(1,800)</b>		<b>(2,400)</b>		<b>(2,500)</b>		<b>(12,500)</b>	
<b>Overall Total</b>							<b>(4,630)</b>		<b>(3,800)</b>		<b>(1,800)</b>		<b>(2,400)</b>		<b>(2,500)</b>		<b>(15,130)</b>	

Housing																		
Line Ref	Theme	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
H1	Housing	Opportunity	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a>	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.	(161)		(568)		(821)		(834)		(681)		(3,065)
H2	Housing	Opportunity	Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required  There is an opportunity to comment on our plans through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.	(1,025)		49		50		51		53		(822)
H3	Housing	Opportunity	Additional 89 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay an premium to the council for each property.	No service specific consultation required  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.					(158)		(162)		(5)		(325)
H4	Housing	Opportunity	Build 87 new council homes for rent on top of existing council housing blocks.Savings achieved as these homes will provide a cheaper alternative to temporary accommodation.	Consultation will be undertaken with residents living on affected estates.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An equality impact assessment will be completed. This will kept under review as the specific proposals develop.					(111)		(115)		(4)		(230)
H5	Housing	Opportunity	Increase some temporary accommodation rents to Local Housing Allowance.	Service specific consultation will be undertaken if required.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Some residents may have to pay a higher rent, but this will be eligible for housing benefit	An equality impact assessment will be completed. This will kept under review as the specific proposals develop.	(62)										(62)



Line Ref	Theme	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
								£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact											
H6	Housing	Opportunity	Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	Service specific consultation will be undertaken if required.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Some residents may have to pay more rent, but this will be eligible for housing benefit	An equality impact assessment will be completed. This will kept under review as the specific proposals develop.	0		(350)		(600)		(600)		(600)		(2,150)
Total								(1,248)	0	(869)	0	(1,640)	0	(1,660)	0	(1,237)	0	(6,654)
Pressures								560		755		500		0		0		1,815
Overall Savings								(688)	0	(114)	0	(1,140)	0	(1,660)	0	(1,237)	0	(4,839)

Policy & Resources																				
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment														Total savings (All years)
									2019/20	FTE	2020/21	FTE	2021/22	FTE	2022/23	FTE	2023/24	FTE		
						Impact on Service delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
P&R2	Policy & Resources	CSG	Responsibility	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.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. The full contract is available online.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. This is a back office saving with no expected impact on service users.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. <a href="http://barnet.moderngov.co.uk/documents/s6653/Appendix%20B%20-%20Equalities%20Impact%20Assessment%20of%20Capita%20Final%20Tender.pdf">http://barnet.moderngov.co.uk/documents/s6653/Appendix%20B%20-%20Equalities%20Impact%20Assessment%20of%20Capita%20Final%20Tender.pdf</a>	(640)		(971)		(350)		(200)				(2,161)	
P&R3	Policy & Resources		Opportunity	A further reduction to the Customer & Support Group contract is proposed to Customer services, primarily through reducing demand through increased online contact, process automation and reduction in failure demand.	Service specific consultation will be undertaken if required.	The vast majority of savings in 2019/20 are anticipated to be through process improvements which are not anticipated to have a negative impact on service delivery. Some savings are anticipated to be made through changes to service levels.	The majority of savings are not anticipated to have a negative impact on customer satisfaction as they are process improvements. Any changes to service levels will be consulted on.	An initial equalities impact assessment previously carried out for the Customer Transformation Programme identified no equalities impact. <a href="https://barnet.moderngov.co.uk/documents/s34907/Appendix%20C%20-%20EIA.pdf">https://barnet.moderngov.co.uk/documents/s34907/Appendix%20C%20-%20EIA.pdf</a> This will be kept under review.	(400)										(400)	
P&R4	Policy & Resources		Responsibility	Reduction in cost of insurance contract through renegotiation	No service specific consultation required	No expected impact	No expected impact	No expected impact	(22)										(22)	
P&R5	Policy & Resources	Comm Gp	Responsibility	Implement changes to senior management arrangements to reduce budget and areas of spend pressure To take effect April 2019	Staff consultation Nov-Dec 18.	Unlikely to impact directly because not focused on front lines services	Unlikely to directly impact - potentially positive in terms of perception	No expected impact - HR processes will be followed and appropriate consultation and equality impact assessments will be completed.	(750)		(130)								(880)	
P&R6	Policy & Resources	Comm Gp	Responsibility	Reconfigure Communications and Strategy team, identifying efficiencies, reducing running costs and increasing income - such as through the filming contract, increase advertising on the web and in publications.  It is proposed that this will include not renewing the current Voluntary, Community and Faith Sector support contract when it ends in Year 2.  It also includes cost neutralising	No service specific consultation required, except with staff where required.	Potential of reduced communications with residents. Potential loss of printed Barnet First may be unpopular and will impact ability to communicate with residents. Reduction in resources to support VCFS sector and encourage community participation - aim to mitigate through alternative delivery options.	Impact on satisfaction & perception - aim to mitigate. Impact on ability to enable community participation and engagement with VCFS sector - aim to mitigate through alternative delivery options.	Low risk impact on digitally excluded for Barnet First. HR processes will be followed and appropriate consultation and equality impact assessments will be completed for staff. An EIA will be conducted in 19/20 prior to Year 2 saving on VCFS contract.	(183)		(32)		(107)				(107)		(429)	
P&R7	Policy & Resources	Comm Gp	Responsibility	Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line)	No service specific consultation required, except with staff where required.	Low risk of impact on service delivery for 2019/20. Any potential to lead to less well-managed contracts will be kept under review in future years.	Low risk of impact on customer satisfaction for 2019/20. Any potential to lead to less well-managed contracts will be kept under review.	Not expected to impact, but will be kept under review.			(203)		(104)		(134)		(138)		(580)	

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
P&R8	Policy & Resources	Comm Gp	Responsibility	Economies of scale from review and redesign of professional support services, including economies of scale and efficiencies from joining up functions, reducing duplication. Assumes take effect May 2019	no service specific consultation	low risk impact if support not well designed	low risk impact if support to svcs not well designed	not expected to impact	(297)		(260)								(557)
P&R10	Policy & Resources	Comm Gp	Opportunity	GIS value for money review (economy, efficiency and effectiveness)	no service specific consultation	Low impact because system not used. Potential missed opportunity for data led decisions	not expected to impact	not expected to impact	0		(60)								(60)
P&R12	Policy & Resources	Assurance & Gov	Opportunity	Paperless committees (subject to robust digital infrastructure in place - hence implement in 2020/21)	no service specific consultation	no expected impact on services	low / no impact on service user. Change impact for Cllrs	poss risk of impact on digitally excluded - mitigate with a "by exception" offer of printed papers for residents			(68)								(68)
P&R13	Policy & Resources	Assurance & Gov	Responsibility	Stop refreshments for committee meetings incl Leader's briefings. Current budget £500, spend is c £4k	no service specific consultation	no expected impact	no expected impact	no expected impact	(1)										(1)
P&R14	Policy & Resources	Assurance & Gov	Responsibility	Stop rental costs for member surgeries & use council owned / free premises	no service specific consultation	unlikely to impact	temp risk because of change of venue	not expected - venues will be in community and DDA compliant	(4)										(4)
P&R15	Policy & Resources	Assurance & Gov	Responsibility	Stop funding of BT lines for elected members	no service specific consultation	no expected impact	no expected impact cllrs have mobile lines	low risk impact on low income residents because of cost of calls but online channels free	(16)										(16)
P&R16	Policy & Resources	Assurance & Gov	Responsibility	Stop funding of printer cartridges as part of digitisation	no service specific consultation	no expected impact	no expected impact	no expected impact			(3)								(3)
P&R17	Policy & Resources	Assurance & Gov	Opportunity	Make CAFT team cost neutral through increase income generation incl expansion of sold service to OLAs	no service specific consultation	improvement of quality & resilience	increase through successful quality service	no expected impact			(100)		(100)		(100)		(116)		(416)
Overall Savings									(2,313)		(1,827)		(661)		(434)		(361)		(5,596)

Public Health																		
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment												Total savings (All years)
								2019/20		2020/21		2021/22		2022/23		2023/24		
						Impact on Service Delivery	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
Efficiency																		
E1	Public Health	Different mode of delivery	Efficiency	Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns	None	No significant impact	None identified	(83)								(100)		(183)
E2	Public Health	Third party income	Opportunity	PH School Resilience - This programme will be funded via NHS CAMHS Transformation Fund	None	None	N/A	(250)										(250)
E3	Public Health	Staff restructure to improve skills and capacity	Responsibility	Staffing - Proposed restructure to centralise public health functions across the Council and increase resilience and capacity of the team	Any proposed restructure affecting staff will be subject to a minimum of 30 days consultation	There maybe a reduced capacity to deliver preventative services	Equality impact assessment on proposed new structure will be undertaken	(111)									(143)	(254)
E4	Public Health	Contract efficiency savings	Efficiency	Substance Misuse - 2.5% year on year efficiency savings due to medicine prescriptions are built into contract until 2020	None	None	None identified	(65)										(65)
E5	Public Health	Reprocurement of current contract	Fairness	Health Checks - Reconfiguration of healthchecks via GP federation to focus on hub approach will result in management cost reduction	None	Potential impact on delivering statutory targets	People over 50 years of age and those in least deprived areas may see reduction in services O11										(50)	(50)
E6	Public Health	Service Transformation and demand management	Efficiency	Sexual Heath Services - London-wide sexual health transformation including digital testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention	London-wide service transformation included consultation and service users focus groups that were used to inform service redesign	Sexual health services are demand led services and therefore any savings may be jeopardised by increase in demand	Sexual health services are used by all protected carachteristics population but some of the high risk groups are LGBT groups, some ethnic minorities and young people	(489)		(100)		(310)		(250)		(100)		(1,249)
Total								(998)	0	(100)	0	(310)	0	(350)	0	(293)	0	(2,051)
Service Redesign																		
S1	Public Health	Service Transformation	Opportunity	Healthy Child Programme	Family Nurse Partnership transformation will require public consultation that focuses specifically on service users and stakeholders	Transformational change will need to be project managed to minimise impact on service continuity	Equality impact assessment will be carried out in redesign phase, with a paper due to committee no later than June 2019	(134)		(324)							(59)	(517)
Total								(134)	0	(324)	0	0	0	0	0	(59)	0	(517)
Overall Savings								(1,132)	0	(424)	0	(310)	0	(350)	0	(352)	0	(2,568)



## Policy and Resources Committee

20 February 2019

<b>Title</b>	<b>Q3 2018/19 Strategic Performance Report</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A: Corporate risk register
<b>Officer Contact Details</b>	Alaine Clarke, Head of Performance and Risk <a href="mailto:alaine.clarke@barnet.gov.uk">alaine.clarke@barnet.gov.uk</a> Paul Clarke, Deputy Section 151 Officer <a href="mailto:paul.clarke@barnet.gov.uk">paul.clarke@barnet.gov.uk</a>

### Summary

This report provides a **strategic overview** of performance for **Quarter 3 (Q3) 2018/19** focusing on financial (budget forecasts and savings) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.

### Recommendations

1. The Committee is asked to note the Period 9 (Q3 2018/19) revenue and capital forecasts.
2. The Committee is asked to note the savings delivered in Period 9 (Q3 2018/19).
3. The Committee is asked to scrutinise the performance and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum, including the strategic and high level service/joint risks that form the corporate risk register at Appendix A.

#### 1. PURPOSE OF REPORT

## Introduction

- 1.1 This report provides a **strategic overview** of performance for **Q3 2018/19** focusing on financial (budget forecasts and savings) and staffing (sickness absence) information, as well as performance (progress on activities and performance of key indicators) and risk information related to the corporate priorities in the Corporate Plan 2018/19 Addendum.
- 1.2 This report is in addition to the Q3 2018/19 Themed Performance Reports to each Theme Committee (7 March to 1 April 2019) and the Q3 2018/19 Contracts Performance Report to Financial Performance and Contracts (FPC) Committee on 11 March 2019. These reports will be published on the committee section of the council's website at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1> prior to the committee.

## Financial information

- 1.3 The revenue and capital forecasts for Period 9 (Q3 2018/19), along with a high level narrative are provided below. More detailed information can be found in the Theme Committee Performance Reports (7 March to 1 April 2019) and the Chief Finance Officer Report to FPC Committee 11 March 2019.
- 1.4 The **General Fund revenue forecast** for 2018/19 is a net overspend of **£2.396m**. This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.226m. Excluding these reserve movements, the forecasted overspend is £1.168m. The reserve movements in table 1 include two one-off transfer to reserves relating to the windfall gains of £3.685m and £1.000m respectively following the contract settlement with Capita (net of project costs) and a recognition of balances held within the North London Waste Authority (NLWA).

All proposed reserve drawdowns and contributions will be considered and approved, if appropriate, later in the financial year. It is important to note that these reserve movements are over and above the planned use of £4.040m of reserves in balancing the budget.

At the Policy and Resources Committee on 23 October 2018 approval was sought to allocate additional funds from the council's contingency budget. These movements have been reflected in table 1 below. Additionally, it was announced that additional government funding would be made available in year towards Adult Social Care. This will be included in future period forecasts once more details are available.

**Table 1: Revenue forecast (Period 9 – December 2018)**

Service	Revised Budget	P9 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Forecast after Reserve Move-ments (Adv/(fav)	Variance after Reserve Move-ments Adv/(fav)
	£000	£000	£000	£000	£000	£000
Adults and Communities	95,498	95,071	(426)	0	95,071	(427)
Assurance	6,344	7,904	1,559	(582)	7,322	978
Central Expenses	44,082	41,913	(2,169)	0	41,913	(2,169)
Children's Services	66,657	68,472	1,814	(918)	67,554	897

Service	Revised Budget	P9 Forecast	Variance from Revised Budget Adv/(fav)	Reserve Move-ments	Forecast after Reserve Move-ments (Adv/(fav))	Variance after Reserve Move-ments Adv/(fav)
Commissioning Group	19,197	17,606	(1,591)	(189)	17,417	(1,780)
CSG and Council Managed Budgets	25,062	23,455	(1,607)	3,685	27,140	2,078
Housing General Fund (Tackling Homelessness)	6,926	7,056	129	0	7,056	130
Public Health	17,160	17,160	0	0	17,160	0
Development & Regulatory Services (including Re)	689	3,001	2,312	(770)	2,231	1,542
Street Scene	11,711	12,858	1,147	0	12,858	1,147
<b>Total</b>	<b>293,326</b>	<b>294,496</b>	<b>1,168</b>	<b>1,226</b>	<b>295,722</b>	<b>2,396</b>

1.5 The forecasted overspend as at Period 9 (after reserve movements) has increased since the forecast reported at Period 8. The main movements are shown in table 2 below and laid out in more detail in 1.6 onwards.

**Table 2: Movement from Period 8 (November 2018) forecast**

Service	P8 Forecast Variance	P9 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
Adults and Communities	110	(426)	(536)	Planned flexible use of capital receipts to fund Mosaic costs
Assurance	977	977	0	
Central Expenses	(2,169)	(2,169)	0	
Children's Services	1,077	896	(180)	Reduced pension costs relating to Cambridge Education together with reductions in new placement inflows have reduced the forecast from Period 8
Commissioning Group	(1,157)	(1,780)	(623)	Increased housing benefit overpayment recovery (£0.500m), the anticipated capitalisation of transformation costs (£0.055m) and an increase to the forecasted underspend on the NLWA levy budget (£0.069m)

Service	P8 Forecast Variance	P9 Forecast Variance	Increase / (Decrease)	Explanation for Significant Movements
	£000	£000	£000	
CSG and Council Managed Budgets	2,259	2,078	(181)	<p><b>Favourable movements:</b></p> <p>-£0.343m reduction in the estates maintenance and repairs budget</p> <p>-£0.118m increased expected income on Managed Budget lines</p> <p><b>Offset by the following adverse movement:</b></p> <p>£0.340m increase in gain share contractual payments and other areas of Managed Budgets</p>
Housing General Fund (Tackling Homelessness)	89	129	40	Increased turnaround times to prepare properties between tenancies
Public Health	0	0	0	
Development & Regulatory Services (including Re)	1,351	1,542	191	Unfunded capital costs relating to DFG
Street Scene	273	1,147	875	Delay in the implementation and changes to recycling and waste rounds resulting in continuation of inherent unfunded in-year pressures and delay in achieving addition MTFS savings. This has been exacerbated by increased costs of transformation as a result of not embedding the changes by Christmas, and continued expected pressure in Q4
<b>Total</b>	<b>2,810</b>	<b>1,396</b>	<b>(1,414)</b>	

1.6 The main reasons for the forecast overspend of £2.396m as at Period 9 are set out below.

- A proposal will be put to Council to use capital receipts to fund one off costs relating to the Mosaic project. As a result, the revenue budget for **Adults and Communities** is projected to underspend by £0.426m. The underspend relates to staffing budgets within the service. These had previously been assumed to be offset but additional revenue costs relating to the implementation of the Mosaic system. These are now proposed to be funded through the flexible use of capital receipts, subject to Council approval.

Non-achievement of any mitigating actions will lead to an increased pressure. Risks are monitored monthly and will result in an overspend of £0.573m, if all materialise. One of the key risks being monitored is the potential increase in forecast for winter spikes in activity (currently estimated at £0.315m).

The non-placements budgets are forecasting a net underspend of £0.562m which is the net effect of £0.417m underspend on staffing budget and £0.145m underspend mostly due to Equipment and Adaptations and partially offset by overspends on Deprivation of Liberty safeguards (DOLs) assessment costs. The Equipment and Adaptations budget is used to purchase small items of equipment. Following a review, it was decided that it was more



appropriate to capitalise the large items of equipment via the Disabled Facilities Grant (DFG) budget. The DFG capital budget is managed within the Development and Regulatory Services area of the capital programme and is expected to be overcommitted. This pressure has therefore emerged as a forecast overspend on the revenue budget.

The forecast outturn on placements is currently showing a £0.135m overspend as at Period 9, all due to Older Adults. Winter Pressures funding from the Government of £1.400m is included within the projections, and reallocated in Period 8 to better reflect pressure from hospital discharge.

There is presently a backlog in raising invoices for income due to the service. In addition, there are a number of significant debtors (such as the CCG) for the service which could result in debt write offs being written back to the service. The service management are working hard to resolve the backlog and the council is introducing a Debt Board to look at how debt is managed and pursued.

- The forecast overspend of £0.977m in **Assurance** is driven by the HB Public Law contract. This is a demand-led service and in this year to date, demand has exceeded the available budget. The outturn for 2017/18 was a £0.789m overspend. This has increased in 2018/19 due to a combination of increased contract prices and demand for the service.
- **Central Expenses** is forecasting an underspend of £2.169m. The underspend relates mainly to capital financing costs caused by slippage on the capital programme coupled with underspends on levies. The significant underspend is partially offset by the one-off payment of pension strain arrears due to the Pension Fund.
- **Children's Services** are currently reporting an overspend of £0.896m. Children Services gross pressures at the start of 2018/19 were £12.375m in addition the service savings of £2.337m to achieve, the majority of these pressures have been mitigated and savings achieved. An element of the mitigation has been a reduction in agency costs due to the new contract, approximately £0.590m. Children's Services are currently reporting a budget pressure of £0.896 on a budget of £66.657m. The realisation of pressures in the system has resulted in the reported variance. Pressures arise from staffing projections, placement forecast and other non-pay budgets offset by additional income relating to Cambridge Education Contract. Reductions of £0.181m have been recognised in the current month's forecast due to ongoing recovery plans – specifically the placements review and the use of grant income. This has mitigated the additional pressure for non-receipt of Vulnerable Children Funding £0.280m.

The nature of services provided to children and families by Family Services manage significant levels of risk. The implementation of the Barnet Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.

The Period 9 position requires mitigating actions by management to deliver a planned reduction of agency spend of £0.250m. The forecast builds in new placements of £0.043m, however due to the often need to meet emergency situations expenditure can fluctuate month on month. There is an assumption that charges from other departments will be within the allocated budget including legal.

- **Commissioning Group** is forecasting an underspend of £1.780m. The underspend is primarily as a result of the Special Parking Account, which is expected to exceed its income

target resulting in an underspend of £1.145m, the North London Waste Authority Levy (£0.311m) and street lighting (£0.122m) as a result of electricity savings.

The forecasted underspends are offset partially by an overspend in Human Resources, which are projecting an overspend of £0.293m. The activity in this area is greater than budgeted, including an ongoing commitment for organisational development resources and a one-off cost pressure resulting from implementation of a new recruitment system. In addition, the registrar service is currently overspending due to income forecasts being below budgeted and operational costs above budgeted levels, together totalling £0.142m.

The most significant risks to the forecast are a risk to Parking and Infrastructure where the budgets are based on a mild winter. If there is a severe winter the SPA may not be able to absorb the impact.

- The forecast overspend for **CSG and Council Managed Budgets** is £2.078m. The overspend is due to Estates Repair and Maintenance budget (£0.636m), income shortfalls on retained income lines (£1.346m) and an overspend of £0.046m in contractual gain share budget. The variance has moved by £0.121m from Period 8 because of reduced forecast on Estates Repair and Maintenance budget (£0.343m) and £0.118m favourable movement on Retained Income because of pension fund recharge income (0.068m) and increased forecast on court case recovery awarded (£0.050m), offset by the increase of £0.340m of contractual gain share costs (linked to the increase in anticipated Housing Benefit Overpayment recoupment).
- The forecast overspend for the **Housing General Fund** is £0.129m. The forecast includes mitigations in place including acquisition of affordable properties to replace temporary accommodation, additional Flexible Homelessness Support Grant and appropriate recharging of costs to the HRA.

The current main risks to the forecast are around increases in demand for temporary and emergency accommodation (see paragraph 1.56). The expected cost of servicing these properties will be £27.880m in 2018/19.

- **Public Health** are forecasting to deliver to budget.
- The forecast for **Development and Regulatory Services** is an overspend of £1.542m. The variance primarily relates to a £0.900m adverse variance as a result of a shortfall in net income as it is budgeted within both the General Fund and the HRA (this matter has been corrected in 2019/20). Additionally, there are £0.185m of LIP (Local implementation plan) pressures due to negotiated fees being higher than budgeted, £0.278m relating to estimated legal costs and unfunded capital costs of £223k. The forecast could also be affected if further income is counted towards guaranteed income but not reflected in the Re budget.
- The forecast overspend for the **Street Scene** is £1.147m. The variance has increased due a delayed start to the Recycling and Waste changes. The changes were previously anticipated to claw back an overspend relating to inherent historical service pressures as well as achieving planned MTFs savings. The delays in the start of, and difficulties embedding, the recycling and waste service changes have resulted in an increase in forecast relating to both the recognition of the existing overspend and enhanced by the non-delivery of savings. This has been exacerbated by increased costs of transformation, due to the service not being fully embedded by Christmas, and additional pressure from

increased costs of maintenance on the recycling and waste fleet as it ages. Further detailed information on the delay to service changes will be reported to the March 2019 Environment Committee.

- 1.7 The **Housing Revenue Account** (HRA) has a budgeted contribution from balances of £0.754m in 2018/19. The forecast for the year as at 31 December 2018 is a deficit of £1.147m, thus there is a forecast year-end balance of £13.856m as at 31 March 2019.

**Table 3: Housing Revenue Account (Period 9 – December 2018) forecast**

	Revised Budget £000	P9 Forecast £000	Variance from Budget Adv/(Fav) £000
Dwelling rents	(49,810)	(49,784)	26
Service and other charges	(9,133)	(8,401)	732
Housing management	20,375	20,158	(217)
Repairs and maintenance	7,570	7,570	0
Provision for bad debts	250	250	0
Regeneration	837	713	(124)
Capital charges	30,760	30,760	0
Interest on balances	(95)	(119)	(24)
<b>Total</b>	<b>754</b>	<b>1,147</b>	<b>393</b>

- 1.8 The main reasons for the variance from budget are set out below.

- **Income** - Dwelling rents are projected to under achieve by £0.026m compared with the revised budget. Service and Other Charges are currently projected to under recover by £0.732m. This relates to two areas of variance, being garage income and service charges. Garages income is forecasting £400k underachievement due to a higher level of voids and lower numbers of relets (i.e. how long it takes to re-let after they become void). Service Charges (Tenants) is forecasting £272k underachievement due to higher voids (as per Dwelling Rents). The primary reason for this is the number of voids on regeneration sites prior to demolition.
- **Expenditure** - Housing management costs mainly reflect the core management fee of £17m paid to Barnet Homes to manage the housing stock. There is a forecast underspend of £0.217m, which largely relates to a reduction in professional fees and other running costs.

The repairs and maintenance budget of £7.570m relates to the management fee paid to Barnet Homes for the repair and maintenance of housing stock and refurbishment of properties when they become void. The current forecast is to budget.

The housing regeneration forecast shows an underspend of £0.124m due to costs being partially recovered from developers on a number of regeneration schemes at Dollis Valley, Grahame Park, West Hendon and Granville Road.

- 1.9 The **Dedicated Schools Grant (DSG)** budget for 2018/19 has been revised to take into account the brought forward reserve of £0.501m and additional funding from Central Government of £0.964m announced in December 2018. The £0.501m carry forward has as planned been offset against the position, giving a total projected overspend of £0.297m.

The High Needs block is forecasting an overspend of £0.525m due to top-up funding for high needs pupils. The high needs funding system supports provision for children and young people with special educational needs and disabilities (SEND) from their early years to age 25, enabling both local authorities and providers to meet their statutory duties under the Children and Families Act 2014. High needs funding is also intended to support good quality Alternative Provision for pre-16 pupils who cannot receive education in schools.

DSG High Needs funding has not kept up with inflation or the rate of demographic growth in recent years, whereas demand, driven by a mixture of demographic change, the growing complexity of needs and the new framework created by the SEN reforms, has grown significantly. Local authorities across England are facing similar problems and many are known to have faced significant overspending on their High Needs budgets

The High Needs pressure is partly offset by underspends in the Schools Block. The Growth Fund for expanding schools is forecasted to underspend by £0.105m, the late conversion of a school to the maintained sector has resulted in a £0.185m underspend. Further underspend is likely in relation to this school. The underspend is partly offset by a pressure of £0.062m relating to NNDR

It should be noted that the current DSG forecasted overspend on the High Needs Block will take the DSG reserve into a negative balance. There is also a risk that this overspend will increase and further analysis is being carried out to quantify the risk. The council is able to carry forward a negative balance on this reserve for a limited period subject to having a robust recovery plan in place.

The council had submitted a request to the Secretary of State in relation to the transfer from the school's block of DSG to the high needs block in order to address pressures in this area. However, following a funding announcement in December where an additional £0.964m was allocated for 2018/19 and 2019/20 this request was withdrawn.

The council did however, successfully request that the Secretary of State approve the 2019/20 transfer of £1m from maintained schools for central education services previously funded by the Education Services Grant (ESG).

There have been no previous transfers between funding blocks under the new ring-fenced arrangements for funding blocks. In previous years there has been underspending in the overall Schools Budget, which helped to create reserves that could be used to address new pressures, such as the need to allocate 'growth funding' for new and expanding schools. However, the reserves have gradually been used up, largely to pay for growth funding and because of the growing pressures on the High Needs budget.

This is a reflection of the fact that there is an overall shortfall in the High Needs Block nationally. 'London Councils' is continuing to lobby the Government to request this is dealt with as part of the Comprehensive Spending Review.

A recovery plan is also in place to secure savings within the High Needs Block. Savings of £1.2m have already been achieved and plans are in place to achieve further savings of over £1m in 2019-20, rising to £2m in 2020/21. Combined with the additional funding

announced in December of £1.928m over two years for the High Needs block, this should remove the deficit next year, provided demand pressures are in line with current forecasts.

**Table 4: Dedicated Schools Grant (Period 9 - December 2018)**

	Revised Budget £000	Quarter 3 Forecast £000	Variance from Budget Adv/(Fav) £000
Schools			
- Individual Schools Budget	141,143	141,020	(123)
- Growth Fund	897	792	(105)
- Central schools expenditure	1,268	1,268	0
- ESG retained funding	852	852	0
<b>Sub-total</b>	<b>144,160</b>	<b>143,932</b>	<b>(228)</b>
Early Years Block	29,037	29,037	0
High Needs Block	45,182	45,707	525
<b>Sub-total</b>	<b>218,379</b>	<b>218,676</b>	<b>297</b>
DSG Income	(217,878)	(217,878)	0
DSG c/f	(501)	(501)	0
<b>DSG Total</b>	<b>0</b>	<b>297</b>	<b>297</b>

1.10 The forecast as at 31 December 2018 on the council's 2018/19 **capital programme** is **£294.791m**, £261.227m of which relates to the General Fund programme and £33.564m to the HRA capital programme. This is **£70.966m less** than the 2018/19 budget of £365.758m which was approved by Policy and Resources Committee on 11 December 2018. Table 5 summarises the actual expenditure, budget and variance by service.

**Table 5: Capital forecast (Period 9 – December 2018)**

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P9 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Adults and Communities	2,850	0	(450)	2,400	(450)	(15.8)
Commissioning Group	59,974	(526)	(5,757)	53,691	(6,283)	(10.57)
Children's Service (Education and Skills)	31,092	(110)	(10,739)	20,243	(10,849)	(34.9)
Children's Service (Family Services)	7,568	0	(1,522)	6,046	(1,522)	(20.1)
Housing General Fund (Tackling Homelessness)	68,232	0	(23,986)	44,246	(23,986)	(35.2)
Parking and Infrastructure	1,585	0	(68)	1,517	(68)	(4.3)

Service	18/19 Revised Budget	Additions/ (Deletions)	(Slippage)/ Accelerated Spend	P9 18/19 Forecast	Variance from Approved Budget	Variance from Approved Budget
	£000	£000	£000	£000	£000	%
Development & Regulatory Services (including Re)	150,366	13	(21,120)	129,259	(21,107)	(14.0)
Street Scene	4,201	1	(377)	3,825	(376)	(9.0)
<b>General Fund Programme</b>	<b>325,869</b>	<b>(622)</b>	<b>(64,019)</b>	<b>261,227</b>	<b>(64,641)</b>	<b>(19.8)</b>
HRA (Barnet Homes)	39,889	0	(6,325)	33,564	(6,325)	(15.9)
<b>Total Capital Programme</b>	<b>365,758</b>	<b>(622)</b>	<b>(70,344)</b>	<b>294,791</b>	<b>(70,966)</b>	<b>(19.4)</b>

1.11 The majority of service areas are forecasting slippage with two areas identifying deletions. The principal variances from budget and the reasons for these are highlighted below.

- **Adults and Communities** have forecasted slippage of £0.450m on the Mosaic project.
- **Commissioning** are forecasting slippage of £5.757m and deletions of £0.526m. The deletion is as a result of the community centre fit out and the Tarling Road community centre projects being combined and releasing funds that are no longer required. The slippage relates primarily to the Office build where construction will not be completed until 2019/20 and the ICT Strategy where implementation of systems is now scheduled in 2019/20.
- The **Children's Services (Education)** forecast £20.243m includes slippage of £10.739m, this is largely due to the Saracens and Grammar school projects now not starting until 2019/20 (£2.000m), access issues causing delays to the Alternative Provision project (£2.995m) and underground contamination problems causing delays to the Blessed Dominic build (£2.586m). The forecast also includes a deletion of £0.110m as a result of a clawback of funding by the EFSA.
- The **Children's Services (Family Services)** forecast of £6.046m includes slippage of £1.522m. This is primarily due to delays to Meadow Close (£0.551m) and re-profiling of library works into 19/20 (£1.065m).
- The **Housing General Fund** capital programme is showing slippage of £23.986m. This is largely due to direct acquisitions that will not complete until 2019/20 (£14.000m), the Open Door project (9.000m) where land transfer delays have delayed the drawdown of funds and the Pinkham Way Land release which will not complete until 2019/20 (£1.250m). The programme also has accelerated spend in relation to the microsites project which is expected to now complete in 2018/19 (£0.673m).
- The **Parking and Infrastructure** programme is forecasting slippage of £0.068m. This is as a result of budget realignment on the on Highways permanent re-instatements project.
- The **Development and Regulatory Services (including Re)** capital programme has decreased by £21.107m overall, £5.000m of which relates to the Colindale Station

following an updated timescale from TFL. The Thameslink station (£5.000m) and Strategic Infrastructure fund (£7.000m) projects have been re-profiled. The Hendon Cemetery refurbishment has slipped by £1.000m as a result of delays to the scheme design, and the Colindale Highways and transport project will slip £0.800m into 2019/20 following delays by TFL for junction works. The Grahame Park community facility project has re-profiled £0.940m into 2019/20 following re-planning of this project after initial plans were refused planning consent by the GLA.

- **Street Scene** is forecasting slippage of £0.377m for vehicles where further purchases will not take place in 2018/19.
- Forecasted capital expenditure on the **HRA** capital programme is £33.228m against a revised budget of £33.564m, resulting in a forecast variance of £6.325m. The most significant movements are:

The HRA fire and safety programme forecasting slippage of £5.000m following a review of the plans for delivery of all the various improvements to the tower blocks to ensure residents are where possible only disturbed once.

The Upper and Lower Fosters project is forecasting slippage of £0.365m following a review of the profile of the spend and the phasing of the project. The extra care pipeline project has identified slippage of £0.621m following delays in leaseholder purchases. The voids and lettings project has accelerated spend of £0.380m following increases in the expected work required.

- 1.12 In 2018/19 the council budgeted to deliver £11.287m of savings. Table 6 summarises by Theme Committee the value of savings that are expected to be achieved against the savings programme. In total, **£9.622m of savings is expected to be delivered** by year end, representing 85.3% of the target. Delivery of these savings is included in the forecasts reported in table 1. Commentary on the delivery of savings is included within the explanation of variance from budget above.

**Table 6: Savings (Period 9 - December 2018)**

Service	18/19 MTFS Savings Target	Savings Achieved / Expected to be Achieved	Savings Unachiev-able	Savings Expected to be Achieved
	£000	£000	£000	%
Adults and Safeguarding	2,980	2,315	665	77.7
Assets, Regeneration and Growth	2,355	1,855	500	78.8
Children, Education and Safeguarding	2,692	2,692	0	100.0
Environment	1,915	1,915	0	100.0
Policy and Resources	1,345	845	500	62.8
<b>Total</b>	<b>11,287</b>	<b>9,622</b>	<b>1,665</b>	<b>85.3</b>

- **Adults and Safeguarding** savings of £0.665m are unlikely to be achieved in 2018/19. £0.465m relates to moving clients into Moreton Close, the construction of which will not complete until the end of the year. £0.150m is linked with savings from cases 0-25 years old which is currently under review but will not be resolved in 2018/19; and £0.050m is linked with lower than anticipated savings from the reduction of care agency usage by personal assistant employed directly by service users.



- **Assets, Regeneration and Growth** unachievable savings of £0.500m will now not be achieved until 2019/20 as a result of the office move to Colindale taking place later than originally planned.
- **Policy and Resources** savings of £0.500m as part of the Customer Transformation Programme have been delayed until 2019/20.

## Staffing information

1.13 There were 1,716 staff in established posts (1,414 FTEs) and 292 agency staff (187 agency FTE) in December 2018 (see tables 7a, 7b, 8a and 8b). There has been a sustained reduction in agency staff (by 58) and agency FTE (by 44) since the recruitment panel was established in May 2018. A report on the council's use of agency staff went to FPC Committee on 9 October 2018. The report is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MIId=9731&Ver=4>

**Table 7a: LBB staff headcount (April - December 2018)**

Service	Headcount*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	317	309	310	319	319	317	320	318	318
Commissioning Group	242	243	249	262	262	260	256	253	253
Family Services	667	668	667	665	664	657	662	663	661
Street Scene	526	523	518	498	495	496	487	483	484
<b>Overall</b>	<b>1,752</b>	<b>1,743</b>	<b>1,744</b>	<b>1,744</b>	<b>1,740</b>	<b>1,730</b>	<b>1,725</b>	<b>1,717</b>	<b>1,716</b>

\*Figures exclude vacancies and Education and Skills  
Source: HR Establishment Pack

**Table 7b: LBB staff full time equivalent (April - December 2018)**

Service	FTE*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	284	276	275	284	285	283	287	284	284
Commissioning Group	223	224	229	243	243	241	236	233	233
Family Services	483	486	488	490	490	485	487	485	484
Street Scene	445	444	440	425	422	424	418	412	413
<b>Overall</b>	<b>1,435</b>	<b>1,430</b>	<b>1,432</b>	<b>1,442</b>	<b>1,440</b>	<b>1,433</b>	<b>1,428</b>	<b>1,414</b>	<b>1,414</b>

\*Figures exclude Education and Skills  
Source: HR Establishment Pack

**Table 8a: Agency headcount (April - December 2018)**

Service	Agency Headcount*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	48	51	60	52	39	38	28	23	27
Commissioning Group	24	22	24	24	28	26	30	29	27
Family Services	179	186	174	163	157	160	143	147	160
Street Scene	99	91	69	61	60	67	61	58	78



Service	Agency Headcount*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
<b>Overall</b>	<b>350</b>	<b>350</b>	<b>327</b>	<b>300</b>	<b>284</b>	<b>291</b>	<b>262</b>	<b>257</b>	<b>292</b>

\*Figures exclude Education and Skills

Source: HR Establishment Report (April-September data provided by Comensura; October-December data provided by Matrix. The data from the two systems is not directly comparable. The data is extracted from Matrix 10 days after the end of the month. The figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix. FTE is calculated using the previous month's FTE as a proportion to agency Headcount.

**Table 8b: Agency full time equivalent (April - December 2018)**

Service	Agency FTE*								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	41	43	48	42	31	30	22	18	21
Commissioning Group	18	22	18	18	21	20	23	22	21
Family Services <sup>4</sup>	120	124	114	107	102	104	93	96	104
Street Scene	47	42	36	32	31	35	32	30	41
<b>Overall</b>	<b>226</b>	<b>231</b>	<b>216</b>	<b>199</b>	<b>185</b>	<b>189</b>	<b>170</b>	<b>166</b>	<b>187</b>

\*Figures exclude Education and Skills

Source: HR Establishment Report (April-September data provided by Comensura; October-December data provided by Matrix. The data from the two systems is not directly comparable. The data is extracted from Matrix 10 days after the end of the month. The figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix. FTE is calculated using the previous month's FTE as a proportion to agency Headcount.

- 1.14 Agency staff expenditure included in the forecasted revenue outturn is shown in table 8c. Agency spend for the year up to 31 December 2018 was **£12.052m**, £1.066m less than the same period last year (£13.118m) and is **forecast to be £16.655m**, £2.538m less than the actual spend for last year (£19.193m).

**Table 8c: Expenditure on agency staff (Q3 2018/19)**

Service	Q3 17/18 £000*	Q3 18/19 £000*	Change %	17/18 Full Year Actual £000	18/19 Full Year Forecast £000
Adults and Communities	2,151	1,127	(47.6)	2,510	1,390
Assurance	14	9	(40.8)	16	12
Children's Services	6,726	7,399	10.0	10,407	10,081
Commissioning Group	1,092	1,066	(2.3)	1,501	2,017
Customer Support Group	0	21	100.0	50	0
HRA	0	0	0	0	0
Public Health	0	131	100.0	8	171
Development and Regulatory Services	2	0	(100.0)	0	0
Street Scene	1,956	1,156	(40.9)	2,427	1,459
Capital	1,177	1,143	(2.9)	2,274	1,525
<b>Total</b>	<b>13,118</b>	<b>12,052</b>	<b>(8.1)</b>	<b>19,193</b>	<b>16,655</b>

\*Figures are cumulative up to end December

- 1.15 Sickness absence has consistently fallen over past six months from 10.10 days in April 2018 to 8.07 days in December 2018. This is the lowest recorded sickness absence since August 2017 (8.47 days). Long-term sickness absence (4.74 days) continues to impact on the overall rate, with absences most notable in Street Scene (7.30 days) and Adults and

Communities (5.11 days). The split between long-term and short-term sickness absences is reducing.

**Table 9a: Sickness absence (April – December 2018)**

Service	Average days lost per FTE (rolling 12 months)								
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Adults and Communities	10.76	10.97	10.63	10.06	9.87	9.39	8.96	8.77	8.39
Commissioning Group	3.71	3.48	3.38	3.11	2.81	2.79	2.74	2.82	2.85
Family Services	8.01	8.20	8.34	8.25	8.07	7.83	7.61	7.12	6.96
Street Scene	15.12	14.86	14.44	14.46	13.92	13.25	12.69	12.28	12.13
<b>Overall*</b>	<b>10.10</b>	<b>10.08</b>	<b>9.89</b>	<b>9.64</b>	<b>9.31</b>	<b>8.91</b>	<b>8.57</b>	<b>8.25</b>	<b>8.07</b>

*\*Figures include Education and Skills*

*Source: HR Dashboard (average over rolling 12 months)*

**Table 9b: Long and short-term sickness absence (December 2018)**

Service	Average days lost per FTE (rolling 12 months)		
	Dec-18	Long-term absence	Short-term absence
Adults and Communities	8.39	5.11	3.28
Commissioning Group	2.85	1.59	1.26
Family Services	6.96	3.85	3.11
Street Scene	12.13	7.30	4.83
<b>Overall*</b>	<b>8.07</b>	<b>4.74</b>	<b>3.33</b>

*\*Figures include Education and Skills*

## Performance and risk information

- 1.16 The corporate priorities are set out in the Corporate Plan 2018/19 Addendum. These are the top 15 priorities for the council. As well as these, the Theme Committees have additional priorities that will be reported to them as part of the performance and risk reporting framework. Information relating to the additional priorities has not been included in this Strategic Performance Report, except where there are indicators that have not met target and/or high level risks.
- 1.17 The update on **corporate priorities** is presented by Theme Committee and includes performance and risk information as follows:
- Progress on activities
  - Performance of key indicators<sup>1</sup>
  - High level risks from the Corporate Risk Register<sup>2</sup>

<sup>1</sup> RAG rating reflects the percentage variance of the result against the target as follows: On target = **GREEN (G)**; Up to 9.9% off target = **AMBER (A)**; 10% or more off target = **RED (R)**. The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (**↑ I**), Worsening (**↓ W**) or Same (**→ S**). The percentage variation is calculated as follows: Q3 18/19 result minus Q3 17/18 result equals difference; then difference divided by Q3 17/18 result multiplied by 100 = percentage variation. Any results not for three months of quarter, illustrated by (c) = cumulative from start of financial year; (s) snapshot at end quarter; or (r) rolling 12 months.

<sup>2</sup> The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high level (scoring 15 and above) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q3 18/19 Corporate Risk Register provides a snapshot in time (as at end December 2018). All risk descriptions for the strategic and high level service/joint risks are available in Appendix A.

- 1.18 In addition, any indicators that have not met target and/or high level risks linked to **additional priorities** for the Theme Committee are presented; along with any strategic issues/escalations related to the Theme Committee's Terms of Reference.
- 1.19 An overall status has been given for each corporate priority (see table 10). This reflects the Q3 position for budget forecasts, progress on activities, performance of key indicators and any high level risks.

**Table 10: Overall status for priorities (Q3 2018/19)**

Corporate priority	Overall status
Children, Education and Safeguarding	
Children's Services Improvement Action Plan	Amber
Delivering the family-friendly Barnet vision	Green
Adults and Safeguarding	
Embedding strength-based practice	Amber
Integrating local health and social care	Green
Assets, Regeneration and Growth	
Regenerating Brent Cross Cricklewood	Amber
Increasing the housing supply	Amber
Helping people into work	Green
Housing	
Building compliance and fire safety	Green
Environment	
Modernising environmental services	Red
Delivering highways improvements	Red
Community Leadership and Libraries	
Safer communities	Amber
Tackling issues with domestic violence, mental health and substance misuse	Amber
Policy and Resources	
Implementing The Way We Work programme	Amber
Continuing to improve customer services	Amber
Medium and long term strategic planning	Amber

## CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

### Children's Services Improvement Action Plan

1.20 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 is working collectively with the partnership to drive the improvements needed to transform social care services for children, young people and their families from inadequate to good rapidly. In response to the recommendations and areas for improvement identified by Ofsted, the Children Services Improvement Action Plan was developed and a final version presented to CES Committee in November 2017. Progress on the Improvement Action Plan is reported to CES Committee and reports are available online at:

<https://barnet.moderngov.co.uk/ieListMeetings.aspx?CId=697&Year=0>

Since November 2017, Ofsted have conducted five monitoring visits of Barnet Children's Services, which focused on 'front door' services, Duty and Assessment, Intervention and Planning, Children in Care and work with vulnerable adolescents. During this period, Ofsted have found there to be a steady and strong focus on improving services and the quality of social work practice in Barnet. Although the pace of change has begun to establish improved social work practice over the last year, there is more work to do to ensure consistent quality of practice across all services. The council was also subject to an Annual Engagement meeting with Ofsted on 5 November 2018. In this meeting the council's [self-assessment](#) was considered.

A fifth monitoring visit took place on 27 and 28 November 2018, and focused on the 'front door' services and the Duty and Assessment Teams. A sixth monitoring visit is scheduled for 14 and 15 February 2019 and will focus on the leaving care service, Onwards and Upwards.

In September 2018, the Barnet Family Services Improvement Board was presented with a revised Improvement Action Plan covering the year September 2018 to September 2019, and this plan was approved by the Improvement Board in October 2018. The new plan reflects the progress made during the first year, and includes emerging priorities. It reflects the rigorous focus on assessment and care planning across Family Services. As with the previous version, the action plan sets 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 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

The revised action plan has consolidated the previous turnaround priority and improvement themes into six overarching improvement themes:

1. Systems Leadership for Children
2. Enhancing Practice Leadership for Children
3. Right Interventions, Right Time (Thresholds)
4. Strengthening Assessment for Children
5. Strengthening Planning for Children
6. Embedding a Child Centred Culture that Improves Children's Lives

The latest progress report was presented to CES Committee on 16 January 2019 and is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MIId=9469&Ver=4>

- 1.21 There are two key indicators linked to this priority in the Corporate Plan. Overall progress against the Children's Services Improvement Action Plan is indicated in the table below and further details will be taken to the Children, Education and Safeguarding Committee on 13 March 2019.

Indicator	Polarity	Annual Target	Q3 18/19			Q3 17/18	Benchmarking
			Target	Result	DOT	Result	
Overall progress against Children's Services Improvement Action Plan	Monitor	Monitor	Monitor	Pace of change begun to establish improved social work practice	New for 18/19	New for 18/19	No benchmark available
Findings of Ofsted Monitoring Visits	Monitor	Monitor	Monitor		New for 18/19	New for 18/19	No benchmark available

- 1.22 In addition to these, CES Committee receives a comprehensive datapack of indicators that are subject to additional focus through the Children's Services Improvement Action Plan. This includes updated data on **caseloads**, which has been extracted for information below (see paragraph 1.23). The November 2018 Performance Matters will be presented at the March 2019 meeting and will be available online at:

<https://barnet.moderngov.co.uk/ieListMeetings.aspx?CommitteId=697>

### Caseloads

- 1.23 The council has invested in additional staffing in Family Services to keep caseloads down, especially in the Duty and Assessment (DAT) and Children in Care (CIC) teams. The data for November 2018 (see table 11) shows that since the Ofsted inspection, the average caseload has decreased across all teams except one, with a notable decrease of circa 40 per cent in the Duty and Assessment Team.

There has been a small increase in the REACH team from 9.8 to an average of 11.3; however, this is still significantly lower than the average of 15 to 16 cases that is considered a “good” caseload size. The REACH team was newly created in the spring of 2017 and, therefore, caseload levels were lower at this point whilst the team was being established and referrals started to be made.

The service is now back to ‘business as usual’ staffing levels in the DAT Team and Intervention and Planning Team (overall six over establishment social work posts as at November 2018 compared to 30 over establishment in December 2017). Maintaining manageable caseloads is an achievement for the service.

The Ofsted Monitoring Letter (August 2018) noted that “social workers have manageable caseloads, which means that they have time to engage in direct work with children”.

**Table 11: Average caseloads (November 2018)**

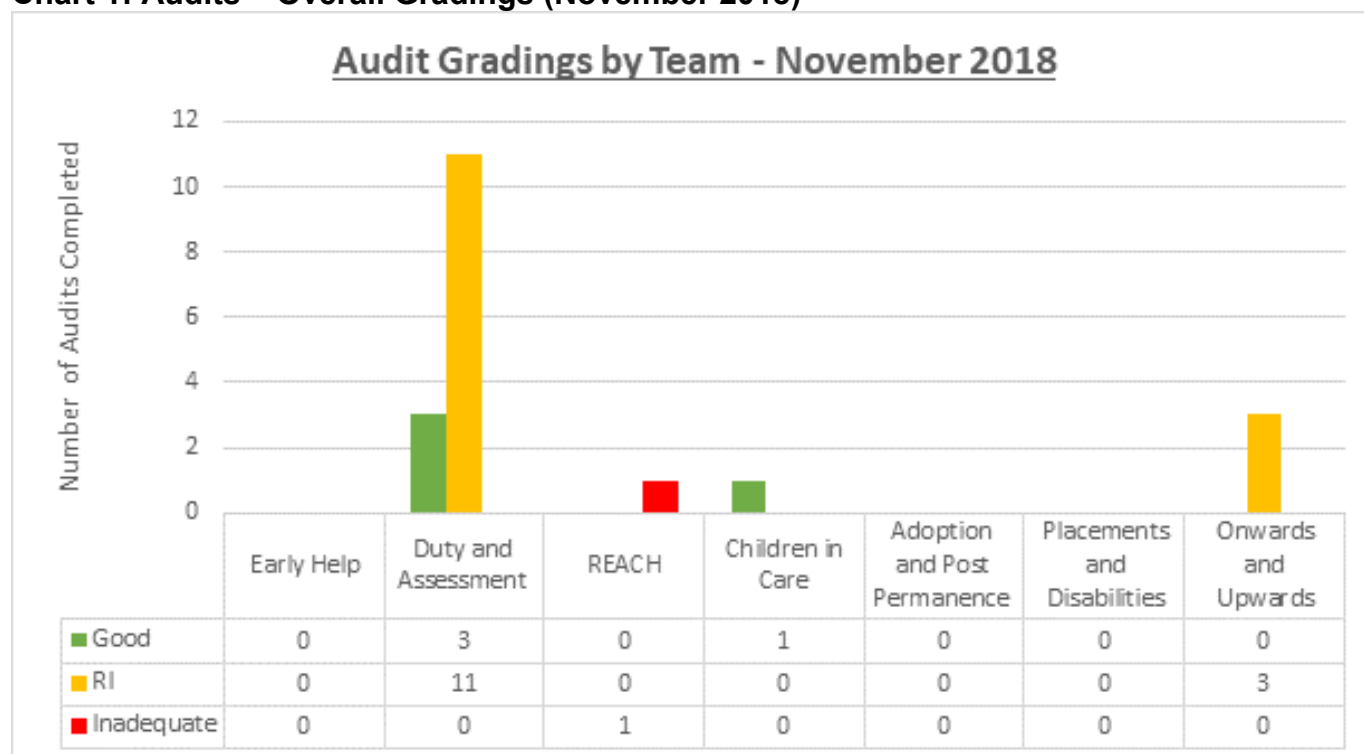
	Apr/May-17 (Ofsted Inspection)	Nov-18
Duty and Assessment (DAT)	28.3	16.4
Intervention and Planning (I&P)	17.3	16.4
Children in Care (CIC)	15.9	13.4
0-25	17.6	16.8
Onwards and Upwards	21.2	18.2
REACH	9.8	11.3

Source: Data Dashboard, Performance Matters, November 2018

## Audits

- 1.24 As at the end of November 2018, 19 regular and thematic audits had been recorded as completed during the month. These looked at the quality of casework across six domains including assessment, planning and management oversight. The gradings can be found in chart 1.

**Chart 1: Audits – Overall Gradings (November 2018)**



1.25 There is one high level strategic risk linked to this priority.

- **STR021 - Delivery of Ofsted Improvement Action Plan (residual score 16).** Ofsted undertook a fifth monitoring visit on 27 and 28 November 2018, which focused on the progress made in the areas of help and protection; the effectiveness of the MASH; the quality of practice; and case recording, management and supervision. Feedback was positive with inspectors noting that social work practice has further consolidated and improved since the previous visit to 'the front door'. A final monitoring visit will take place on 14 and 15 February 2019, focusing on work with care leavers.

### Delivering the family-friendly Barnet vision

1.26 The draft Children and Young People Plan (CYPP) 2019-23 was presented to CES Committee on 16 January 2019 in preparation for consultation. This is available online at: <https://barnet.moderngov.co.uk/documents/s50492/Appendix%201%20-%20CYP%20Plan.pdf>

The Annual Young People's Survey showed 84 per cent of young people think Barnet is a family friendly place to live. Top personal safety concerns are gangs, bullying and drug taking. This has helped to inform the new CYPP and responses will assist with better targeting and improvement of services.

1.27 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks.

### Additional priorities

1.28 There are two additional priorities for CES Committee: **Tackling gang activity and Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally.** Performance and risk information in relation to these will be reported

to CES Committee on 13 March 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.

- 1.29 There is one high level risk linked to the additional priority **“Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally”**. This is a joint risk with Cambridge Education:
- **ES023 - Overall schools budget (DSG) overspends (residual score 16 – increased from 12)**. Demand pressures could lead to an overspend on the schools budget resulting in pressure to cut Special Educational Needs (SEN) spending. The likelihood score has increased from 3 to 4 due to pressure on the schools budget and individual budgets, resulting in an increased residual score of 16 (from 12). The risk is being tolerated at this level.

### Strategic issues/escalations

- 1.30 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from CES Committee in November 2018



## ADULTS AND SAFEGUARDING (A&S) COMMITTEE

### Embedding strength-based practice

- 1.31 Operational work to embed strength-based social care improvement has continued. Since September 2018 a panel chaired by an Assistant Director has been used to review and authorise all care and support plans including lower level funded packages of care. Areas of improvement have been identified, though the majority of packages of support have been approved as appropriately strength-based. An external audit of case recording will take place early in Q4 and the findings reported into the operational Quality Board.

The Adult Social Care User Survey for 2017/18 has been published. The key indicators for strength-based practice showed that performance had been maintained or improved; whilst Barnet performed strongly against comparator local authorities. Overall satisfaction with care and support increased from 61.7% in 2016/17 to 63.6% in 2017/18, with Barnet ranked 2<sup>nd</sup> against the comparator group of 16 local authorities. The proportion of people who said they had as much social contact as they would like also increased, from 43.4% in 2016/17 to 46% in 2017/18, with Barnet ranked 3<sup>rd</sup> against the comparator group. Barnet also maintained strong performance in relation to social care-related quality of life and ranked 4<sup>th</sup> against the comparator group, and Barnet ranked 2<sup>nd</sup> when people were asked about the impact of social care on their quality of life against the comparator group. These indicators are reported a year in arrears, as part of the 2018/19 social care performance framework.

Other measures reported in Q3 have also performed well against targets. The percentage of adults with learning disabilities living in their own homes or with families is at 78.4% against a target of 72.5% - a slight percentage decrease from the previous quarter but an increase from 627 to 629 adults living in stable accommodation. A targeted programme of case reviews for adults with mental health (MH) issues potentially able to step down from residential care took place in Q3 and the number of adults with MH issues living independently has increased by four individuals to 83.5%, outperforming the target of 83%. Employment for adults with MH issues was at 8.4%, better than the 7.5% target. Employment for adults with learning disabilities (LD) has fallen short of the target. Prototyping of the new employment and day opportunities support service with LD service users has continued in Q3. Roll out of the service to MH service users was delayed in Q3 but is being progressed in Q4. Steering groups to support this are being held in January 2019.

- 1.32 There are 11 key indicators linked to this priority in the Corporate Plan. Seven have met the quarterly target; three cannot be reported because of difficulties reporting from the case management system (Mosaic); and one has not met the quarterly target.
- **Adults with learning disabilities in paid employment (RAG rated RED) – 9.7% against a target of 10.9%.** Support plans at all levels of cost continue to be signed off via a panel process which provides feedback and challenge on whether employment options have been considered. The new learning disabilities day opportunities and employment support service was prototyped in Q3 and will be rolled out more widely in Q4. The roll-out includes a steering group working with social workers to identify and increase referrals into the services.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18 Result	Benchmarking
				Target	Result	DOT		

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (c)	Smaller is Better	312.5	468.5 <sup>3</sup>	351	260 (G)	↑ I +1.2%	256.5	CIPFA Neighbours 383.4 London 406.2 England 585.6 (NASCIS, 17/18)
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 (c)	Smaller is Better	3.2	12.0	9.0	3.3 (G)	↓ W +63%	2.0	CIPFA Neighbours 8.8 London 9.6 England 14.0 (NASCIS, 17/18)
Adults with learning disabilities who live in their own home or with their family	Bigger is Better	75%	72.5%	72.5%	78.4% (G)	↑ I +9.2%	71.8%	CIPFA Neighbours 70.9% London 73.3% England 77.2% (NASCIS, 17/18)
Adults with learning disabilities in paid employment	Bigger is Better	10.1%	10.9%	10.9%	9.7% (R)	↑ I +1.5%	9.6%	CIPFA Neighbours 9.3% London 7.5% England 6.0% (NASCIS, 17/18)
Adults with mental health needs in paid employment	Bigger is Better	6.7%	7.5%	7.5%	8.4% (G)	↑ I +12%	7.5%	CIPFA Neighbours 7.8% London 6% England 7% (NASCIS, 17/18)
Adults with mental health needs who live independently, with or without support	Bigger is Better	82.4%	83%	83%	83.5% (G)	↑ I +1.7%	82.1%	CIPFA Neighbours 67.1% London 61% England 57% (NASCIS, 17/18)
Contacts that result in a care package (c)	Monitor	22.9%	Monitor	Monitor	No result <sup>4</sup>	N/A	16.7%	No benchmark available

<sup>3</sup> This target has been revised to bring it into line with the trajectory agreed in Better Care Fund monitoring.

<sup>4</sup> This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Service users receiving ongoing services with telecare (c)	Bigger is Better	25.4%	26.5%	26.2%	No result <sup>5</sup>	N/A	24.3%	No benchmark available
Instances of information, advice and guidance provided to carers (c)	Bigger is Better	3874	3600	2700	No result <sup>6</sup>	N/A	2854	No benchmark available
People who feel in control of their own lives (Annual)	Bigger is Better	72.1% <sup>7</sup>	73%	73%	75.8% (G)	↑ I +8.4%	69.9%	CIPFA Neighbours 74.1% London 73.2% England 77.7% (NASCIS, 17/18)
Service users who find it easy to get information (Annual)	Bigger is Better	61.1% <sup>8</sup>	69.8%	69.8%	69.1% (G)	↓ W -4.2%	72.1%	CIPFA Neighbours 71.2% London 70.1% England 73.3% (NASCIS, 17/18)

1.33 There are five high level risks linked to this priority - two strategic risks and three service risks. The case management system risk sits at both strategic and service level.

- **STR007 - Significant adults safeguarding incident (residual score 15).** The safeguarding risk in Adult Social Care is being managed by various policies and procedures, including practice standards; training; and quality assurance, including case audits and supervisions audits. The service reports to CMT Assurance, Barnet Safeguarding Adults Board, Adults and Safeguarding Committee and the Health and Wellbeing Board annually. There has been a comparison exercise of safeguarding indicators to national benchmarks in Q3, which showed Barnet to be in line with national benchmarks including a high conversion rate of safeguarding concerns to inquiries and an improved satisfaction in adults who use the service feeling safe and secure. A staff consultation on senior management has been launched and close oversight of safeguarding is essential to maintain service quality during this period. It is understood that even with very effective management of safeguarding risks, a safeguarding incident could still occur.

<sup>5</sup> This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

<sup>6</sup> This indicator cannot be reported because of difficulties with Mosaic configuration, reports and data quality.

<sup>7</sup> This survey indicator has a confidence interval of +/-4.1%pts. The result differs slightly to that reported in Q3 2017/18 (69.9%) due to further data cleansing.

<sup>8</sup> This survey indicator has a confidence interval of +/-4.1%pts. The measures from the annual social care survey have been subject to further validation and are being resubmitted to NHS Digital, the publishers of national social care data. These updated figures are not yet reflected in the published NHS Digital results. The result differs slightly to that reported in Q3 2017/18 (61.7%) due to further data cleansing.

- **STR020 / AC028 - Lack of fully functioning case management system (residual score 15 – reduced from 20).** If the substantial remedial work required to Mosaic is not implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes and on data/information. The main commercial process has completed and a new contractor, Bettergov, has been procured to complete implementation of Mosaic. A plan and approach are being developed to deliver the remedial work, with an expectation that this is signed off by the programme board in January 2019. As a result, the likelihood score has reduced from 4 to 3, resulting in a reduced residual score of 15 (from 20)
- **AC001 - Increased overspend to meet statutory duties (residual score 20).** The uncertainty of the operating environment could lead to insufficient resources for the service to meet its statutory duties. The demand for care services has continued to increase, particularly in complexity and the cost of individual care packages. The announcement of winter pressures monies has significantly improved the in-year budget position. Recovery planning has been undertaken and measures implemented, including holding vacant posts; scrutiny of new spend by an Assistant Director to ensure care planning is appropriate and proportionate; recruitment of additional capacity to carry out financial assessments to ensure income is realised. The medium term pressures remain.
- **AC031 – Budget management (residual score 16).** Delays in resolving issues with Mosaic have limited the ability to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion leading to overspend. A new contractor, Bettergov, has been procured to complete implementation of the Mosaic system. A plan and approach are being developed to deliver the remedial work, with an expectation that this is signed off by the programme board in January 2019. The plan focuses in its initial stages on streamlining the brokerage processes to ensure more timely purchasing of care. The new finance reporting solution is in use with trend analysis tools being developed and tested for rollout at the end of Q4.

## Integrating local health and social care

- 1.34 Delayed transfers of care (DTOC) have been maintained at a low level during the autumn 2018. There were still higher levels of delays in August and September 2018, particularly in relation to complex mental health (MH) cases where few providers can meet individuals' needs but these were brought down in October and November 2018. The reduction in delays is in part due to Barnet contracting with 23 new providers to increase capacity in the homecare market. These contracts went live in Q3. Delays are likely to become more challenging in Q4 as the winter pressures, which begin in December, continue to build.

The council has been working with Barnet CCG on the Care Closer to Home programme. There are now six Care Closer to Home Integrated Networks (CHINs) in varying stages of development across Barnet. Paediatric hot clinics and a Frailty multi-disciplinary team (CHIN 1 and 2) have gone live in Q3. Further mobilisation will take place for a diagnostics proposal that has already gone through the CCG Governance process for CHIN 3, while upcoming projects will focus on implementing digital platforms and ensuring all CHINs are in a go-live state by the end of Q4. A specialist dementia focused CHIN is being scoped and developed, which will focus on improving health and wellbeing outcomes for adults with dementia and carers of adults with dementia.

The Transforming Care Partnership has continued to perform well, although there have been a small number of new hospital admissions in Q3. There is no financial impact on Barnet Adult Social Care due to agreements with other local authorities and no discharges are imminent. A number of complex cases have arisen where funding responsibilities are subject to dispute with other CCGs. Officers are working closely to identify any particular risks, although it is likely that the risks will be held by the CCG.

1.35 There are two key indicators linked to this priority in the Corporate Plan. Reducing Delayed Transfers of Care (DTOC) has been a priority for Adult Social Care, with national targets set for DTOC reduction in July 2017 and the improved Better Care Fund (iBCF) was linked to achieving this target.

- **Delayed transfers of care (DTOC) from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (RAG rated AMBER) - 6.98 against a target of 6.84.** The result is slightly worse than target by -0.12 delays per day per 100,000 population. Social care delays outperformed the target but both NHS and joint delays underperformed. Winter pressures had started to build by November 2018<sup>9</sup> with complex MH cases continuing to cause issues with provider capacity. Close work with NHS partners has continued to manage delays through the winter period, discharge pathways are under continual review for improvements and additional brokerage capacity has been recruited to speed up the sourcing of care packages.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result <sup>9</sup>	DOT	Result	
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (s)	Smaller is Better	9.4 <sup>10</sup>	6.84 <sup>11</sup>	6.84	6.98 (A)	N/A	N/A <sup>12</sup>	CIPFA Neighbours 7.2 London 7 England 12.3 (November 18, Department of Health)
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only (s)	Smaller is Better	2.3 <sup>13</sup>	2.03 <sup>14</sup>	2.03	1.28 (G)	N/A	N/A <sup>15</sup>	CIPFA Neighbours 2.98 London 2.7 England 4.3 (November 18, Department of Health)

1.36 There are two high level service risks linked to this priority.

<sup>9</sup> Q3 2018/19 result is for November 2018. The NHS publication schedule for this data means there is a gap in reporting with December 2018 data due to be released on 14 February 2018.

<sup>10</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

<sup>11</sup> The DTOC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 9.1 to 6.84.

<sup>12</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

<sup>13</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.

<sup>14</sup> The DTOC targets are set by NHS England at a national level and were subject to revision when the Corporate Plan 2018/19 Addendum was published. Subsequently, the target has changed from 2.6 to 2.03.

<sup>15</sup> A new methodology was introduced for DTOC indicators by the Department of Health in 2017/18, so results are not comparable.



- **AC002 - Failure of care provider (residual score 20 – increased from 12).** The failure of a care provider could lead to services not being delivered. Due diligence is undertaken at the start of all contracts to ensure the quality and sustainability of providers; and regular contract monitoring takes place. The service works across the care market to share best practice, support staff development and improve the quality of care. A provider failure / closure approach is in place to manage closure of homes and the safe transition of service users. The quality of social care providers is broadly good across Barnet; and there is a low level of provider concerns. However, there has been an increased focus on ‘supported living’ providers and the Care Quality team has identified a number of providers where significant improvements are required to improve quality. There has also been the potential provider failure of Allied Healthcare. This has been managed well, with support in place to ensure continued service delivery and a number of contingency plans put in place. As a result, the likelihood score has increased from 3 to 5, resulting in an increased residual score of 20 (from 12).
- **AC005 - Challenges to recruit and retain qualified staff (residual score 16 - increased from 12).** A challenging job market could lead to difficulties in recruiting and retaining sufficient staff. An increasing number of posts are being held vacant to support financial recovery planning and in other cases recruitment has been postponed. This has an impact on remaining staff who are managing increased caseloads and holding higher volumes of incoming work as a result. The Delivery Unit is monitoring the effect on staff morale. The majority of agency staff who are not in project-based posts have been transferred to permanent contracts or left. Work has continued to monitor any additional risks posed by the office move and Brexit impact, both of which are also being monitored corporately. As a result, the impact score has increased from 3 to 4, resulting in an increased residual score of 16 (from 12).

### Additional priorities

- 1.37 There are three additional priorities for A&S Committee: **Needs-based support; Improving leisure facilities and physical activity; and Health and wellbeing.** Budget, performance and risk information in relation to these will be reported to Adults and Safeguarding Committee on 18 March 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.
  - 1.38 There are two key indicators linked to the additional priority “**Improving leisure facilities and physical activity**”. One is an annual indicator from the Active Lives survey and one is a quarterly indicator that monitors leisure attendances. Neither indicator has met the target.
- **Population taking part in sport and physical activity at least twice in the last month (RAG rated AMBER) – 72.2% against an annual target of 78.5%.** The sample size for the survey is 500 people and the variation from target equates to three people. The council is investing in a number of schemes that support the improvement of physical activity infrastructure and opportunities in the borough, including new leisure facilities, sports facility enhancements via master planning exercises at Barnet Copthall, West Hendon, King George V Playing Fields, and the Fit and Active Barnet (FAB) campaign that has seen c.17,000 residents register for their free FAB Card since July 2018. In addition, work with key stakeholders has led to new community based initiatives, including new weekly Parkrun events in Friary Park (juniors) and Sunny Hill Park.

- **Leisure attendances (RAG rated AMBER) - 267,738 against a target of 290,750.** This indicator is profiled as an approximate over four quarters and seasonal variances will affect target achievement. Attendances are slightly below target, but have increased since Q2 (265,911). It is anticipated that attendances will peak in January 2019 in line with industry trends, which will support achievement of the annual target. Capital investment at Finchley Lido and Burnt Oak leisure centres has resulted in increased attendances at these facilities during Q3 and this trend is expected to continue into Q4 with targeted marketing campaigns. A capital investment programme has been delivered at Hendon leisure centre throughout Q3, which has caused some disruption to customers.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Population taking part in sport and physical activity at least twice in the last month (Annual) <sup>16</sup>	Bigger is Better	77.9%	78.5%	78.5%	72.2% (A)	↓ W -7.3%	77.9%	Rank 30 (out of 33 London Boroughs)
Total number of leisure attendances	Bigger is Better	New for 18/19	1,163,000	290,750	267,738 (A)	New for 18/19	New for 18/19	No benchmark available

1.39 There are five key indicators linked to the additional priority “**Health and wellbeing**”. Two are annual indicators and will be reported later in the year. One indicator has not met the quarterly target. This indicator is reported a quarter in arrears, so the Q2 result is reported below.

- **NHS Health Checks – Uptake (RAG rated AMBER) - 2161 against a target of 2325.** The annual target for NHS Health Checks is ambitious and a clear increase on service delivery. Although the uptake of NHS Health Checks in Q2 (2161) was lower than target, this was a significant increase on last year (1265) and an improvement on Q1 (1757). To improve performance, training was provided for staff in GP practices on how to deliver the service in November 2018.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
NHS Health Checks – Invites	Bigger is Better	17938	20155	5038	5050 (G)	↑ I +11.2%	4540	No benchmark available
NHS Health Checks - Uptake	Bigger is Better	6286	9300	2325	2161 (A)	↑ I +70.8%	1265	No benchmark available

1.40 There is one high level service risk linked to the additional priority “**Health and wellbeing**”.

<sup>16</sup> The Active Lives Adult Survey was sent out to a randomly selected sample of households across England in May 2018. The overall sample size was around 198,250 people, with 500 from Barnet. The data is weighted to the Office for National Statistics (ONS) population measures for geography and key demographics. The result is impacted slightly due to the ONS producing revised estimates of the sub-national population in June 2018, where Barnet’s population has increased. A confidence interval of +/- 2% points applies. This is a provisional result, which will be confirmed in May 2019. Another survey was undertaken in November 2018, which will be published in 2019/20.

- **PH06 - Pandemic Influenza type disease outbreak (residual score 20)** - A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the boroughs residents. [Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Register. Local Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004)]. Mitigations are in place in terms of the Pandemic Flu plan – signed off in 2017 which will be reviewed and updated. The Barnet operational pandemic framework was completed in September 2018. A multi-agency Pan Flu preparedness exercise has been undertaken, which was facilitated by Public Health England and used operation Corvus, a scenario designed by PHE, to test Barnet's operational pandemic framework. Feedback from the exercise will inform updates to Barnet's pandemic flu plan.

### Strategic issues/escalations

- 1.41 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from A&S Committee in November 2018.



## ASSETS, REGENERATION AND GROWTH (ARG) COMMITTEE

### Regenerating Brent Cross Cricklewood

1.42 An update on Brent Cross Cricklewood was reported to ARG Committee on 27 November 2018. This reported on progress since September 2018 and sought the necessary approvals to maintain the programme over the forthcoming period. A brief overview of the report is provided below. The full report is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9482&Ver=4>

- **Brent Cross North** – the development partners have continued to submit detailed information to satisfy the pre-commencement planning conditions that are required to be discharged before works can start. The partners have also entered into contract with L&Q to deliver the CPO1 replacement homes for the Whitefield Estate.
- **Brent Cross South** – Reserved Matters Planning Applications have been submitted for the next two development plots (Plots 11 and 13) on 25 and 26 October 2018. The council has continued to assemble the land within the Claremont Industrial Estate, so that the site preparatory works can commence in early 2019.
- **Brent Cross Thameslink** – the council entered into the contract with Network Rail for the rail systems and sidings site set up works in December 2018, with the main works of this contract due to be instructed in February 2019 to ensure the station opens in May 2022. Planning Committee approved the sidings planning application on 11 December 2018, allowing the main works to commence in January/February 2019 once funding is confirmed and the main works contract is instructed.

A report on the Thameslink Funding Strategy was submitted to Policy and Resources Committee on 11 December 2018 and subsequently referred to Full Council on 18 December 2018. The report is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4>

The Ministry of Housing, Communities and Local Government (MHCLG) has requested a new business case on the preferred options, which was submitted for initial review on 18 December 2018 and was considered by the Investment Sub-Committee on 6 February 2019. A further report on the outcome of this meeting will be presented to Policy and Resources Committee on 20 February 2019.

1.43 There are no key indicators linked to this priority in the Corporate Plan

1.44 There are two high level service risks linked to this priority.

- **DCE002 - Brent Cross funding strategy (residual score 15).** Risk that the funding strategy will not be agreed in time for the required committee approvals could lead to delays in the Brent Cross project, including delivery of the Thameslink station. The long-term funding strategy has not yet been agreed. The potential for delays to the project remains high. A short term funding solution has been agreed to last until March 2019 to ensure works continue. A report went to Policy and Resources Committee on 11 December 2018 about the funding options and was referred to Full Council on 18 December 2018. Agreeing a longer-term finance strategy is critical and needs to be agreed. Regular meetings are being held with the MHCLG, Treasury and Greater London Authority (GLA)

to resolve this. The outcome of these discussions will be reported to Policy and Resources Committee for approval in February 2019.

- **OP27 - Affordability of the Thameslink project (residual score 15 – increased from 10).** If the Thameslink project becomes un-affordable this could lead to the project not going ahead and potentially the grant being clawed back from Government, impacting on the viability of Brent Cross South. The final estimate from Network Rail has not yet been finalised; however, recent figures suggest an increase to the last reported number. The Regeneration team have instructed external consultants, Currie and Brown, to review the estimate and ensure value for money is being received. Alternative procurement strategies are also being investigated to deliver some packages of works where appropriate. The updated funding agreement discussions are continuing with Government partners and the finalised estimate will be included within this agreement. The target for agreeing this is February 2019 where it will be reported to Policy and Resources Committee for approval, along with the agreed Network Rail costs to complete the project. The likelihood score has increased from 2 to 3, resulting in an increased residual score of 15 (from 10).

### Increasing the housing supply

- 1.45 The second site within Opendoor Homes' **affordable housing** delivery programme, Basingway Garages, completed in November 2018. This will deliver 14 new homes.

Work has progressed on the **extra care schemes** being delivered by Barnet Homes on behalf of the council. Ansell Court completed in January 2019; and open days have been held for potential clients. The programme for obtaining vacant possession of **Stag House** for the development of the extra care scheme has been delayed until the spring 2019.

ARG Committee has approved the capital expenditure to progress the **Upper and Lower Fosters** scheme to RIBA stage 3. The bid to the Greater London Authority (GLA) for grant funding to support the delivery of **Upper and Lower Fosters** has been confirmed. This will support the development of new homes on top of medium sized blocks, 'tophatting'. An outline business case will be submitted to ARG Committee on 25 March 2019.

Planning Committee has approved the phase 2 planning application for the former Peel Centre site (**Colindale Gardens**) in November 2018. This will deliver 1,208 units and 7,094 sqm of non-residential floorspace. Works to Montrose and Silkstream parks have commenced on site in November 2018.

The Compulsory Purchase Order (CPO) in relation to the pram sheds at **Granville Road** was confirmed in January 2019. The planning application for **Dollis Valley** phase 3, which will deliver 135 homes, was deferred by Planning Committee until 4 February 2019. Progress has continued at **West Hendon**. Sealing of the CPO3 Statement of Reasons and supporting documentation has taken place and CPO Notices were delivered to all affected parties. The Silkstream Bridge Reserved Matters Application (RMA) has been approved via delegated powers.

- 1.46 There are five key indicators linked to this priority in the Corporate Plan; and **affordable housing completions** (linked to a Housing Committee priority) has been included for information. New homes completed, affordable housing completions and statutory compliance with civic estate (planned inspections) are 'Monitor only' indicators for the quarter. Homes started on site through the development pipeline is also a 'Monitor only' indicator for the quarter and has worsened from last year. One indicator has not met the quarterly target.

- **Homes started on site through the development pipeline – 56 homes.** 320 homes are due to be completed as part of the development pipeline (Opendoor Homes) programme. Construction has started on site for 151 homes in 2018/19, with 56 starting this quarter.
- **Income from the estate (RAG rated RED) - £2.2m against a target of £2.78m.** Some leases / licences due in Q3 have not yet been finalised. Once they are, there should be a spike in income because those that are outstanding will be backdated to the point at which the new agreement came into effect. This means £1.5m in income is still to be secured before the end of the financial year, as opposed to the originally expected £0.93m at Q3.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18 Result	Benchmarking
				Target	Result	DOT		
New homes completed	Bigger is Better	2208 <sup>17</sup>	3100	Monitor	277	↑ I +31%	211	No benchmark available
Affordable housing completions	Bigger is Better	303 <sup>18</sup>	294	Monitor	84	↑ I	0	No benchmark available
Homes started on site through development pipeline programme <sup>19</sup>	Bigger is Better	97	Monitor	Monitor	56	↓ W -30%	80	No benchmark available
Statutory compliance with civic estate (planned inspections)	Bigger is Better	100%	100% (1861) <sup>20</sup>	Monitor	1300	N/A	N/A <sup>21</sup>	No benchmark available
Income from the estate (c)	Bigger is Better	£4.05m	£3.70m <sup>22</sup>	£2.78m	£2.2m (R)	↑ I +4.8%	£2.1m	No benchmark available
Running costs of estate (designated civic buildings only) (c)	Smaller is Better	£5.03m	£6.88m <sup>23</sup>	£5.16m	£4.3m (G)	↓ W +3.1%	£4.2m	No benchmark available

1.47 There are no high level risks linked to this priority.

## Helping people into work

1.48 The council's employment and apprenticeship schemes have continued, including work in JobCentres to support Universal Credit claimants.

<sup>18</sup> Confirmed result (2,208) as of October 2018. Final result will be published in the GLA Annual Monitoring Report in 2019.

<sup>19</sup> Confirmed result (303) as of October 2018. Final result will be published in the GLA Annual Monitoring Report in 2019.

<sup>19</sup> This indicator relates to schemes developed by Opendoor Homes (the development pipeline). The target is for 264 starts on site and 320 completions in 2018/19. Note, starts on site may not be completed within the same year.

<sup>20</sup> Annual target may change throughout the year as buildings are removed due to being closed, falling under project works or leased out.

<sup>21</sup> 2017/18 programme covered five buildings. The programme in Q3 2018/19 covered 95 buildings.

<sup>22</sup> Annual target revised from £3.046m to £3.70m after publication of Corporate Plan 2018/19 Addendum.

<sup>23</sup> 2018/19 budget has increased from £4.54m to £6.88m, so target revised to reflect this. The original budget was intended for seven buildings, but is now funding 95 buildings.

Some focused work on supporting care leavers into education, employment and training has commenced, with 11 care leavers starting a re-engagement programme run by the local organisation, Bridging the Gap (BtG), to work on their confidence and motivation. Eight of these young people achieved the Level 1 Money Management certificate. Nine young people have enrolled onto the BEST traineeship programme that combines learning and work experience. These young people will be supported into apprenticeships or other employment or training. Three care leavers embarked on an apprenticeship with the council in Q3.

The council's employment scheme in the south of the borough, BOOST Childs Hill, has been operating for a year. The centre at 184 Cricklewood has benefitted from a renovation by Morgan Sindell who completed the work as part of their social value contributions to the borough. These works have created a space for training and activity and increased the space available for advice.

Across the Burnt Oak and Childs Hill BOOST projects 65 clients moved into work. The teams saw 2,450 visitors in the period and signed up 150 new clients. BOOST assisted 17 young people (age 16-24) into work and three into training or education. In addition, the Welfare Reform Taskforce assisted 57 clients into employment and off the Benefit Cap.

The West London Job Show took place at Wembley Stadium on 10 October 2018. 400 Barnet jobseekers attended and there were thousands of jobs available across around 80 employer stands. The Barnet stand promoted internal job opportunities, and the 'Retail Job Shop' Christmas Vacancies at Brent Cross, along with Apprenticeships across Barnet's Regeneration sites. The BOOST team also attended the stand to raise awareness of the employment support in Childs Hill and Burnt Oak.

On 22 October 2018, the Urban Plan educational initiative took place at Whitefield School, with five volunteers from both Hammerson and Argent staff working with groups of 16-18 year olds to re-develop a mythical town. Whitefield School is part of the Brent Cross South development and the school has enjoyed these workshops for three years. In 2019, plans are in place to also deliver these workshops in other local schools.

- 1.49 There is one key indicator linked to this priority in the Corporate Plan. The unemployment rate is a 'Monitor only' indicator. Unemployment (4.6%) has slightly increased on the same time since last year (4.5%).

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.4% (Jan – Dec 17)	Monitor	Monitor	4.6% (Oct 17-Sep 18)	↓ W 2.2%	4.5% (Oct 16-Sep 17)	London 5.1% National 4.2% (Oct 17-Sep 18, Nomis)

- 1.50 There are no high level risks linked to this priority.

### Strategic issues/escalations

- 1.51 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from ARG Committee in November 2018.

## HOUSING COMMITTEE

### Building compliance and fire safety

- 1.52 An update on fire safety issues, including progress on implementing the £30m package of fire safety improvement works for council properties managed by Barnet Homes was reviewed by Housing Committee on 14 January 2019. The paper is available online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

The replacement of the cladding system to the three blocks at Granville Road was completed in October 2018 ahead of schedule and significantly under budget. The Government approved the £5m grant application for cladding replacement works and the majority of this income is expected to be received in the current financial year.

Following further statements issued by the Government regarding systemic failures discovered within the fire door industry, updated fire risk assessments have been undertaken or are in progress for all blocks that contain GRP composite doors. There are 5,000 of these doors in the stock. A replacement door type has been selected for installation and discussions are ongoing with the relevant contractor regarding the delivery of a replacement programme in accordance with risk assessment recommendations.

As agreed by the Housing Committee in June 2018, consideration has been given to extending the fire safety programme to include low and medium rise flats and Barnet Homes have developed a set of proposals, which were considered by the Housing Committee in January 2019.

Following the letters that were sent to tenants of shops under flats in October 2018, 18 out of 66 tenants responded by the end of December 2018 confirming they will undertake the work themselves. It has since been confirmed that 11 of those who responded have now completed the works. This leaves 48 tenants who have not yet responded. The next phase is for the contractors to gain access to these remaining tenants to complete the fire safety compliance work for each shop unit, and recharge the cost of the work to the tenant where appropriate, as per the terms of the lease. A programme will now be put into place to begin this process to ensure that the required level of compliance is achieved. The anticipated timeline for the contractors to price and complete the works is approximately twelve weeks.

- 1.53 There are two key indicators linked to this priority in the Corporate Plan. Both indicators have met the quarterly target.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Scheduled fire risk assessment completed (council housing) on time	Bigger is Better	96.7%	100%	100%	100% (G)	→ S	100%	No benchmark available
Priority 0 and 1 fire safety actions completed on time	Bigger is Better	100%	90%	90%	100% (G)	↑ I +11%	90%	No benchmark available

- 1.54 There are no high level risks linked to this priority.

### Additional priorities



- 1.55 There are three additional priorities for Housing Committee: **Tackling homelessness; Driving up the quality of the private rented sector; and Providing suitable housing to support vulnerable people.** Budget, performance and risk information in relation to these will be reported to Housing Committee on 1 April 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.
- 1.56 There are ten indicators linked to the additional priority “**Tackling homelessness**”. Affordable housing completions and families with children in temporary accommodation are ‘Monitor only’ indicators for the quarter. Of the remaining eight indicators, one is monitored annually and will be reported later in the year; three have met the quarterly target; and four have not met the quarterly target.
- **Average re-let time for routine lettings (RAG rated RED) – 13.8 days against a target of 12.5 days.** There has been a slight improvement in average re-let time since Q2 (14.3 days). However, a combination of factors has continued to impact on performance, including enforcement notices on four properties, properties needing additional works, delays with the installation of new meters and the low turnaround on properties.
  - **Homelessness preventions (RAG rated AMBER) – 800 against a target of 828.** 381 people were prevented from becoming homeless in Q3 (compared with 197 in Q1 and 222 in Q2). The HR Act, roll-out of Universal Credit and reduction of social housing lets have impacted on prevention work. The interventions put in place to increase staff capacity for casework rather than administration have helped to improve performance this quarter.
  - **Emergency Temporary Accommodation (RAG rated RED) - 289 against a target of 200.** Whilst the overall number of households in Temporary Accommodation (TA) has increased slightly to 2526 (from 2519 in Q2), the number of households in Emergency Temporary Accommodation (ETA) has fallen to 289 (from 316 in Q2). There continues to be a lack of affordable supply of longer-term accommodation and the HR Act has created increased levels of demand. Mitigations in place to manage demand include managing the number of placements into Private Rented Sector lettings and preventing ETA admissions through the Accommodation Solution Project. Whilst it is expected that performance will continue to improve, it is unlikely that the annual target will be achieved.
  - **Current arrears as a percentage of debit (RAG rated AMBER) – 3.6% against a target of 3.5%.** This equates to £65k off target on a £57.2m annual debit. Additional resource has allowed a more focused approach to targeted works and has enabled a significant reduction in the over £2k banding of arrears. In addition, there have been IT issues which caused the late posting of cash files to rent accounts and the late posting of the Housing Benefit receipts. The impact of this was inaccurate balances on accounts, creating a loss in collection days. A resolution has been put in place and is being monitored.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Average re-let time for routine lettings (days) (s)	Smaller is Better	10.7	12	12.5	13.8 (R)	↑ I -9.3%	15.2	Rank 1 (out of 3 London Boroughs) (Q2 18/19, Housemark)

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Homelessness preventions (c)	Bigger is Better	1140	1110	828	800 (A)	↑ I +0.1 %	799	Rank 9 (out of 22 London Boroughs (17/18, DCLG)
Emergency Temporary Accommodation (s)	Smaller is Better	244	200	200 <sup>24</sup>	289 (R)	↓ W +40.3 %	206	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)
Current arrears as a percentage of debt (s)	Smaller is Better	3.3%	3.1%	3.5%	3.6% (A)	↑ I -3.3%	3.7%	Rank 1 (out of 3 London Boroughs) (Q2 18/19, Housemark)

### Strategic issues/escalations

- 1.57 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from Housing Committee in January 2019.

<sup>24</sup> The target is 200 at any point in time due to the supply of accommodation and demand availability.

## ENVIRONMENT COMMITTEE

### Modernising environmental services

- 1.58 Changes were introduced to the recycling and waste collection rounds on 5 November 2018. During the bedding in period most collections were completed to schedule; some collections, however, were significantly delayed. Additional staff were brought in to help collect recycling and waste on the allocated days; and more staff were allocated to the Contact Centre to respond to customer queries. Narrow access vehicles were focused to complete some roads where crews reported issues with access. These were followed-up by the service to ascertain if further action or training was needed in this area. The situation was closely monitored by senior managers and round completion rates began to improve by mid-January 2019. A separate paper on this will be reported to Environment Committee on 14 March 2019.
- 1.59 There are three key indicators linked to this priority in the Corporate Plan. Two are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. One indicator has not met the quarterly target.
- **Household waste sent for reuse, recycling and composting (RAG rated RED) - 35.9% against a target of 41.9%**<sup>25</sup>. The rate has fallen from 39.2% in Q1 and performance is lower than last year (39.0%). This was due to a fall in the amount of garden waste collected over the summer months – it was the hottest summer on record in the UK.

Indicator	Polarity	17/18 EOY	18/19 Target	Q2 18/19			Q2 17/18	Benchmarking
				Target	Result	DOT	Result	
Household waste sent for reuse, recycling and composting	Bigger is Better	36.9%	42%	41.9%	35.9% (R)	↓ W -7.9%	39.0%	Rank 10 (out of 32 London Boroughs) (17/18, Waste Dataflow)
Residents who are satisfied with refuse and recycling services (Annual) <sup>26</sup>	Bigger is Better	79% (Autumn 17)	84%	84%	Survey on hold	N/A	79% (Autumn 17)	National 77% (June 17, LGA)
Residents who are satisfied with street cleaning (Annual) <sup>4</sup>	Bigger is Better	60% (Autumn 17)	61%	61%	Survey on hold	N/A	60% (Autumn 17)	National 70% (June 17, LGA)

- 1.60 Although there are no high level risks linked to this priority, a new strategic risk was identified in Q3 in relation to the implementation of the new recycling and waste collection rounds.
- **Implementation of new recycling and waste collection rounds (residual score 12).** This was a new risk for Q3, in light of emerging issues with the implementation of the new recycling and waste collection rounds. If these issues continued into the New Year this

<sup>25</sup> Indicator reported a quarter in arrears, so results are for Q2 2018/19.

<sup>26</sup> There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).



could lead to further service disruption. The new and revised collection days over Christmas/New Year were widely communicated, including via social media; and additional resources were allocated to the Contact Centre to manage customer contacts. Additional and narrow access vehicles were deployed to complete rounds; and issues with blocked access and assisted collections would be followed-up by the service. The situation would be closely monitored by senior managers, including the CEO, and the Leader.

## Delivering highways improvements

- 1.61 Significant challenges persist in delivering the Highways Service. High volumes of activities continue including reactive maintenance repairs, temporary traffic orders/notices and permit applications at a time where the department carries substantial vacancies and is subject to additional scrutiny. Actions have been implemented to aid recruitment.

Highways reactive repairs has continued to be a concern and discussions have taken place with Re and Conway Aecom, the third-party contractor, to address the underlying IT issue that has affected performance, including the transfer of information, instructions and photographs between the two systems (Exor and Icon). An interface to address the IT issue has been developed and was implemented in October 2018. A paper updating on the resolution to the IT issue was reported to FPC Committee on 17 December 2018 and is available online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=693&MId=9787&Ver=4>

The planned repairs programme under the Network Recovery Plan (NRP) for 2018/19 is on schedule. The combined total carriageway and footway area to be treated is 188,078 square metres, equivalent to 1.37% of Barnet's carriageway and footway network area. By December 2018 more than 84% of the NRP had been completed via 70 schemes, comprised of 23 footway relays and 46 resurfacing and micro asphalt schemes. The remaining schemes are programmed for completion by end of the financial year, subject to the weather.

The 2018/19 Local Implementation Plan (LIP) has been agreed between the council and Re. In Q3, 56 of the 64 schemes within the LIP programme have reached substantial overall completion; having already completed the relevant consultation and design phases. Two of the remaining schemes have been delayed due to Transport for London (TfL) processes and are subject to ongoing monitoring. The remaining schemes are in their respective consultation and design phases.

In December 2018, the average road surface temperatures were warmer than last year with just over a third of the month requiring precautionary gritting. The Local Flood Risk Management Strategy has been published on the website in November 2018; and the Gully Cleaning Programme remains on track. The Barnet Hospital Controlled Parking Zone (CPZ) extension into Cavendish Road, Grimsdyke Crescent, Jennings Way and Kings Road was introduced in December 2018.

- 1.62 There are eight key indicators linked to this priority in the Corporate Plan. Three are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The **satisfaction with NRP repairs** are 'Monitor only' indicators for the quarter and have been provided for information. One indicator has met the quarterly target. Two indicators have not met the quarterly target.

- **Highways Category 1 defects rectification timescales completed on time (RAG rated AMBER) – 92.1% against a target of 100%.** IT issues have continued to impact on performance despite a new interface to enable the transfer of information, instructions and photographs between the Exor and Icon systems. Other factors affecting performance included the closure of the service over Christmas; parked vehicles preventing works taking place; and delays in issuing work orders.
- **Highways Category 2 defects rectification completed on time (RAG rated RED) – 66% against a target of 100%.** Performance has fallen for the third consecutive quarter (Q1 79.3% and Q2 78.9%). See comment above.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	98.9%	100%	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	87.5%	100%	100%	92.1% (A)	↓ W -4.1%	96%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	73%	100%	100%	66% (R)	↑ I +0.4%	65.8%	No benchmark available
Satisfaction with NRP repairs – footways (Annual)	Bigger is Better	90% <sup>27</sup>	93%	Monitor	Due in Q1 19/20 <sup>28</sup>	New for 18/19	New for 18/19	No benchmark available
Satisfaction with NRP repairs – carriageways (Annual)	Bigger is Better	80% <sup>29</sup>	90%	Monitor	Due in Q1 19/20 <sup>30</sup>	New for 18/19	New for 18/19	No benchmark available
Residents who are satisfied with road maintenance (Annual) <sup>31</sup>	Bigger is Better	42% (Autumn 17)	39%	39%	Survey on hold	N/A	42% (Autumn 17)	National 39% (June 17, LGA)
Residents who are satisfied with pavement maintenance (Annual) <sup>6</sup>	Bigger is Better	39% (Autumn 17)	39%	39%	Survey on hold	N/A	39% (Autumn 17)	National 54% (June 17, LGA)
Residents who are satisfied with street lighting (Annual) <sup>6</sup>	Bigger is Better	80% (Spring 17)	74%	74%	Survey on hold	N/A	N/A	No benchmark available

<sup>27</sup> The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 93%. 101 surveys were completed for footways.

<sup>28</sup> No surveys have been carried out since February 2018.

<sup>29</sup> The result refers to the survey undertaken in February 2018 and reported in Q1 2018/19. The result provides baseline data for the 2018/19 target 90%. 118 surveys were completed for carriageways.

<sup>30</sup> No surveys have been carried out since February 2018.

<sup>31</sup> There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).

1.63 There are three high level service risks linked to this priority.

- **OP014 - Insufficient staff in Highways (residual score 16).** Difficulties in retaining experienced and qualified Highways staff could lead to non-qualified staff being tasked to deliver specialised priority tasks. Enhanced monitoring arrangements are in place with senior management attending meetings. Recruitment options were discussed in November 2018.
- **PI011 - Winter Service (residual score 15).** The relocation of the gritting depot from Barnet to Harrow could lead to increased travel time and the effectiveness of the service. As there is no other alternative available during this winter season, this risk will be tolerated with a focus on ensuring that decisions and deployment are carried out in a timely manner. As there has been no alternative option this winter, the focus has been on ensuring decisions and deployment are carried out in a timely way. The Winter Service Plan needs to be reviewed and improved to ensure staff understand their roles and responsibilities for delivering the service.
- **PI022 - Ongoing operation of Central Management System (residual score 15).** This is a new risk for Q3, which relates to the Harvard Central Management System that operates street lights and provides reports to the Meter Administrator on energy consumption to inform monthly energy bills. The company has gone into Administration and as a consequence obtaining replacement parts and reporting of data may not be possible. Communications are ongoing with the Administrator about the potential future existence of the company. Should the company be disbanded, the council will need to replace all control systems, which will incur a significant financial cost. A contingency plan is being developed and is expected to be completed in January 2019. Highways are undergoing stock management to efficiently manage existing stock.

### Additional priorities

1.64 There are three additional priorities for Environment Committee: **Delivering transport improvements; Investing in parks and open spaces; and Delivering efficient regulatory services.** Budget, performance and risk information in relation to these will be reported to Environment Committee on 14 March 2019. Any indicators that have not met target and/or high level risks linked to these **additional priorities** are presented below.

1.65 There is one high level service risk linked to the additional priority “**Delivering transport improvements**”.

- **TS013 - Passenger transport services move (residual score 20).** The handback of North London Business Park (NLBP) will necessitate the relocation of Passenger Transport Service (PTS) vehicles with operation to a suitable alternate site; not being able to secure a suitable site could result in additional costs to extend the current lease (subject to availability) or disruption to the Home to School transport service for Special Education Need children in and out of borough. A project board has been setup to review progress and update key stakeholders.

### Strategic issues/escalations

1.66 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from Environment Committee in November 2018.

## COMMUNITY LEADERSHIP AND LIBRARIES (CLL) COMMITTEE

### Safer communities

- 1.67 There have been 27,835 total notifiable offences in Barnet over the rolling 12 months to November 2018. This is a 5 per cent increase compared to a year ago (London has seen a 2 per cent increase). Barnet's crime rate per 1000 population is the 8<sup>th</sup> lowest out of the 32 London Boroughs and the rate of violence with injury offences is the 2<sup>nd</sup> lowest out of the 32 London Boroughs. There has been a 17 per cent reduction in knife injury offences in the rolling 12 months to December 2018 compared to a year ago. There has also been a 5 per cent reduction in anti-social behaviour reports to the Police in the 12 months to December 2018 and a 21 per cent reduction in the number of repeat victim anti-social behaviour reports compared to a year ago.

Bids have been submitted for a Prevent Co-ordinator and Prevent Education post; as well as for MOPAC funding, with the outcome expected in February 2019.

Barnet's first Public Space Protection Order (PSPO) went live in October 2018 in Burnt Oak, focused on reducing alcohol related anti-social behaviour. Since then, two further PSPOs have gone live in Childs Hill and Edgware town centre.

Between October and December 2018, there were 22 illegal encampments dealt with across the borough. All encampments on council land have been dealt with by Section 77 and followed-up where necessary with court orders.

- 1.68 There are four key indicators linked to this priority in the Corporate Plan. One is an annual indicator, which was due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. The others are 'Monitor only' indicators and all have worsened since last year.
- **Overall crime rate in Barnet – 70.3 compared to 69.4 last year.** Whilst overall crime has increased in Barnet, this is in line with other London Boroughs. Barnet remains the 8<sup>th</sup> lowest London Borough for overall crime and has the 2<sup>nd</sup> lowest rate of violent crime in the capital.
  - **Racist and religious hate crime – 733 compared to 703 last year.** The number of Hate Crimes reported has increased from 711 in Q2. The Community Safety Strategy identifies Hate Crime as one of the most unreported crime types. The Barnet Zero Tolerance to Hate Crime project is part of the Barnet Safer Communities Partnership's commitment to working together to improve access to justice for victims of hate crime and making it easier for people to report Hate Crime and get the support they need. The project has been supported with funding secured from MOPAC by the Barnet Safer Communities Partnership; and focuses on raising the profile and reach of Barnet's Hate Crime Reporting Centres. Training sessions have been provided to staff and workshops held with residents and service users to raise awareness of Hate Crime. During Hate Crime Awareness Week in October 2018, events were held in different locations across Barnet and 250 residents signed up to become Hate Crime Reporting Champions.
  - **Proven re-offending rate – 25% compared with 20.2% last year.** There is a substantial lag in the reported figures from the Ministry of Justice. The re-offending rate has slightly reduced from 27.9% in Q2; however, remains higher than last year, which is also reflected nationally. Reducing re-offending is part of ongoing work with partners such as the Met

Police, National Probation Service (NPS) and the Community Rehabilitation Company (CRC). Activities ongoing to reduce the re-offending rate include the appointment of a full time co-ordinator to identify the most prolific and high harm repeat offenders committing crime in Barnet; supportive interventions to help offenders break out of the cycle of reoffending; and maximising the speed with which those offenders who do re-offend are caught and brought to justice.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is Better	71.8 <sup>32</sup>	Sustain reductions	Sustain reductions	70.3 <sup>33</sup>	↓ W +1.3%	69.4	London 92.6 (Dec 17 - Nov 18, Met Police)
Racist and religious hate crime (r)	Smaller is Better	815	Monitor	Monitor	733 <sup>34</sup>	↓ W +4.3%	703 <sup>35</sup>	No benchmark available
Proven re-offending rate (r)	Smaller is Better	29.1%	Monitor	Monitor	25% <sup>36</sup>	↓ W +23.8%	20.2%	London 27.8% National 28.6% (Jan 16 - Dec 16, Ministry of Justice)
Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area (Annual) <sup>37</sup>	Bigger is Better	60% (Autumn 17)	68%	68%	Survey on hold	N/A	60% (Autumn 17)	No benchmark available

1.69 There is one high level strategic risk linked to this priority.

- **STR024 - Tri-borough reorganisation of the Met Police (residual score 15).** Reorganisation of the Met Police into a tri-borough format may result in a dip in performance while the changes take place. The risk is being managed with support from the Safer Communities Partnership Board, which is monitoring quarterly performance on police demand pressures and response times and holding regular meetings with the Met Police Borough Commander. Performance data is being shared regularly and joint meetings with CMT are taking place regularly.

### Tackling issues with domestic violence, mental health and substance misuse

1.70 The Public Health and Community Safety teams have undertaken a joint piece of work to produce an in-depth analysis on domestic abuse, mental health and substance misuse.

<sup>32</sup> 71.8 per 1000, 12 months to 30 March 2018.

<sup>33</sup> Rolling 12 months to November 2018.

<sup>34</sup> Rolling 12 months to November 2018.

<sup>35</sup> This figure was reported as 178, as the data was only available for the three month period. This has been updated to reflect the rolling 12 months to November 2017.

<sup>36</sup> Rolling 12 months to October 2018 (data refers to Jan 2016 – Dec 2016)

<sup>37</sup> There is a +/-4.4%pts tolerance on the results due to the confidence interval for the sample size (i.e. if we surveyed the whole population we can be confident that the results would be the same +/- 4.4%).



The key findings were presented to senior managers and the Violence Against Women and Girls (VAWG) Delivery Group and will inform the development of recommendations for service delivery and practice. Actions to respond to the findings of the analysis have been drafted and are being consulted upon for final feedback to senior managers in April 2019.

The rate of Domestic Violence and Abuse (DVA) incidents in Barnet was 12.2 per 1000 population (12 months to November 2018). This is the 3<sup>rd</sup> lowest rate of all 32 London boroughs. The number of DVA victims being supported Barnet's One Stop Shop (OSS) has increased. The OSS is a drop-in service for early intervention and advice for victims of DVA and VAWG, which is delivered by Barnet Homes in partnership with other agencies. In the three months up to September 2018 (latest available data) the OSS has provided advice and support to an average of 46 victims per month (a 22 per cent increase on the average of 38 per month during 2017/18).

1.71 There is one key indicator linked to this priority in the Corporate Plan. This is a 'Monitor only' indicator and has worsened since last year.

- **Sanction detection rate of domestic abuse – 18.4% compared with 20.6% last year.** The sanction detection rate has fallen for the third consecutive quarter (Q4 23.4%; Q1 23.0%; Q2 21.2%) and is lower than the rate for London (24.8%). Whilst noting that Barnet is below the Met average for London, the downward trend over the last couple of years in the sanction detection rate for domestic abuse is something that has been London-wide and not only in Barnet. The Police have continued their efforts to ensure opportunities are taken to capture evidence to support prosecution in cases of domestic abuse. This includes the use of Body Ward Video to help improve the quality of evidence captured by officers responding to DVA calls. Training has also been provided to Health Practitioners on identifying early signs of domestic abuse and campaigns on the Domestic Violence Disclosure Scheme (DVDS) have been promoted in Barnet.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Sanction detection rate of domestic abuse - violence with injury offences (r)	Bigger is Better	23.4%	Monitor	Monitor	18.4% <sup>38</sup>	W ↓ -10.7%	20.6%	London 24.8% (Jan 18 - Dec 18, Met Police)

1.72 There are no high level risks linked to this priority.

### Strategic issues/escalations

1.73 There were no strategic issues/escalations in relation to the Q2 2018/19 performance report from CLL Committee in November 2018.

<sup>38</sup> Rolling 12 months to December 2018.

## POLICY AND RESOURCES (P&R) COMMITTEE

### Implementing The Way We Work programme

- 1.74 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.

Work has continued on the new office build in Colindale. However, a dispute with the builder about the final fit-out and costings has the potential to impact on the completion date and office move. The information has been passed over the council's lawyers for resolution.

The Staff Development Programme, Changing the Way We Work, has been piloted amongst change champions and early adopters ahead of a full roll-out in January 2019. 'Team Principles' have been drawn up and adopted across the organisation to stimulate discussion and agree on how teams will work now and in the future with changing work practices. A competition has been undertaken to name the meeting rooms at Colindale, with some excellent suggestions put forward.

Further Skype training sessions have been held to support those who did not attend the original sessions or required further assistance to get the best from this tool. No further training is scheduled for 2019.

- 1.75 There are no key indicators linked to this priority in the Corporate Plan; and no high level risks linked to this priority.

### Continuing to improve customer services

- 1.76 Progress has been made on delivering the new council website, including testing the new site with residents. The new site is scheduled to go live in Q4, with a complete refresh of content, improved navigation and search functionality. Web satisfaction has missed target for the fourth consecutive quarter (see paragraph 1.77) mainly due to dissatisfaction with bin collection information and problems with re-setting passwords for MyAccount.

Work has continued to reduce service costs by reducing demand on the call centre, particularly where telephone call volumes are higher. In October and November 2018 call volumes decreased but higher volumes were seen in December 2018 as the changes to bin rounds were introduced resulting in a higher number of calls during the transition period.

- 1.77 There are three key indicators linked to this priority in the Corporate Plan. Two indicators have not met the quarterly target.

- **Satisfaction with the council's website (RAG rated RED) – 30% against a target of 55%.** Following a decline in November 2018, web satisfaction fell further in December 2018. The main drivers of dissatisfaction were pages related to recycling and waste associated with changes to bin collection rounds and password reset issues in MyAccount. A fix has been scheduled to improve the password re-set process in February 2019. The new council website will go live in early 2019, with improved navigation and search facilities; as well as an upgrade to MyAccount. The new website will be hosted on a new

cloud based server to improve stability and resilience. Website satisfaction is expected to improve in subsequent quarters.

- **Customer cases closed within agreed timescales (RAG rated AMBER) – 91% against a target of 94%.** There has been an improvement in performance since Q2 (88%). However, performance has been impacted by Street Scene, where only 54% of cases closed on the system. Following the introduction of new bin collection schedules in November 2018, Street Scene operational pressures impacted on the resource available to update records on the reporting system.

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction)	Bigger is Better	91%	89%	89%	90% (G)	→ S	90%	No benchmark available
Satisfaction with the council's website	Bigger is Better	48%	55%	55%	30% (R)	↓ W -26.8%	41%	No benchmark available
Customer cases closed within agreed timescales	Bigger is Better	91% (Q4 17/18)	94%	94%	91% (A)	→ S	91%	No benchmark available

1.78 There are no high level risks linked to this priority.

### Medium and long term strategic planning

- 1.79 Significant work has been undertaken to resolve the £62m budget gap. The draft Corporate Plan, Barnet 2024, and MTFS were approved by Policy and Resources Committee on 11 December. Delivery Plans outlining the key actions, indicators and risks for 2019/20 are being drafted for each Theme Committee, linked to the MTFS savings for Year 1. Progress will be monitored via the quarterly performance reports to Theme Committees and Policy and Resources Committee. Consultation on the General Budget 2019/20 closed on 16 January 2019.
- 1.80 There are four key indicators linked to this priority in the Corporate Plan. Two are annual indicators, which were due to be reported in Q3 as part of the Residents' Perception Survey; but this has been put on hold for now. Council tax and business rate collections are 'Monitor only' for the quarter and performance is comparable to last year (+0.1% and +0.2%).

Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Council tax collection (Not in-year)	Bigger is Better	98.6%	98.5% (4-year target)	Monitor	98.6%	↑ ! +0.1%	98.5%	No benchmark available <sup>39</sup>

<sup>39</sup> The in-year council tax collection was: Barnet 96%; Outer London 97.1%; London 96.7% and England 97.1% (17/18, MHCLG)



Indicator	Polarity	17/18 EOY	18/19 Target	Q3 18/19			Q3 17/18	Benchmarking
				Target	Result	DOT	Result	
Business rate collection (Not in-year)	Bigger is Better	99.4%	99.0% (4-year target)	Monitor	99.2%	↑ ↓ +0.2%	99.1%	No benchmark available <sup>40</sup>
Residents who are satisfied with the way the council runs things	Bigger is Better	65% (Autumn 17)	74%	74%	Survey on hold	N/A	65% (Autumn 17)	London 63% (2016/17, LGA) National 66% (June 2017, LGA)
Residents who are satisfied with Barnet as a place to live	Bigger is Better	85% (Autumn 17)	90%	90%	Survey on hold	N/A	85% (Autumn 17)	No benchmark available

- **Council tax and business rate collections** are reported for a four-year period. There is currently no benchmarking data available for four-year collection rates, which makes it difficult to know how well Barnet is performing in comparison with other London Boroughs and nationally. This creates a potential financial risk to the council by increased bad debt provisions owing to aged debt being more difficult to collect. The benchmarking data available from MHCLG for in-year collection rates is set out in table 12 below. This shows that in-year collection rates for Barnet have been behind the Outer London Boroughs for some time.

**Table 12: In-year collection rates for council tax and business rates**

Council tax collection (in-year)				Business rate collection (in-year)			
	Barnet	Outer London	England		Barnet	Outer London	England
15/16	96.1%	96.8%	97.1%	15/16	96.7%	98.4%	98.2%
16/17	96.1%	97.0%	97.2%	16/17	97.0%	98.6%	98.2%
17/18	96.0%	97.1%	97.1%	17/18	96.9%	98.7%	98.4%

1.81 There are 10 high level risks linked to this priority. Eight are strategic risks and two are service risks.

- **STR004 - Future financial pressures and funding uncertainty (residual score 20).** This risk captures the uncertainty of the impact on Barnet finances of changes in the national and regional political landscape. Contingency and reserves are in place to mitigate the short term impact; forward planning is undertaken to update the budget assumptions and monitor the Government's fiscal announcements; and a recruitment freeze is in place for non-frontline services. Actions have been identified to help mitigate the forecast overspend and future year MTFS savings are undergoing robust challenge to minimise future financial pressures. The draft MTFS was presented to Policy and Resources Committee on 11 December 2018. The General Budget for 2019/20 was out for consultation until 16 January 2019.

<sup>40</sup> The in-year business rate collection was: Barnet 96.9% Outer London 98.7%; London 98.8%; England 98.4% (17/18, MHCLG)

- **STR034 – Debt management (residual score 16).** This is a **new risk for Q3**, added at the request of Members of FPC Committee. It relates to the management of debts to minimise unnecessary extra borrowing and adverse impacts on the revenue budget. The level of debtors has increased for the council during the year requiring additional action in order to address the increase. An internal debt group is being convened to manage the risk and ensure the Debt Management Policy is as effective as possible. Additional oversight of the level of debtors is being provided through enhanced reports reported to FPC Committee.
- **STR013 - Brexit (residual score 15).** This risk relates to the effectiveness of the council's response to Brexit. The Brexit risk register has identified specific areas where the council may need to take action. This is the subject of a separate report to Policy and Resources Committee on 20 February 2019.
- **STR023 - Commercial viability of strategic suppliers (residual score 15).** If the commercial viability of a strategic supplier declines this could lead to operational failures. This risk is being managed using the contract management framework and policy/procedures for commercial activity. Contract monitoring takes place monthly with quarterly reporting to FPC Committee. The contract register is kept under review with checks on the financial status of strategic suppliers. Contract management arrangements are in place, including indicators to identify financial stress. There has been progress in collating the information required for the council to take over running of contracted services, if necessary. An update report went to FPC Committee on 17 December 2018 outlining the approach.
- **STR028 - Impact of insourcing Re and CSG services (residual score 15).** A report on in-sourcing options went to Policy and Resources Committee on 11 December 2018. This proposed a revised approach to enable a phased review of services, enabling the in-depth analysis that is required to fully understand cost implications. Subject to consultation, Finance and Strategic HR will be brought back in-house by the end of the financial year. Other services to be reviewed as follows: Highways and Regeneration; Barnet-based, customised services (Estates; Social Care Direct; SHaW; Strategic Planning; Cemetery/Crematorium; Procurement); Volume transactional services (Revs/Bens; Customer Services; Information Services; Planning/Regulatory Services; Payroll and Pensions Administration. Comprehensive programme governance is in place, with regular programme board meetings and a detailed risk register which is reviewed regularly.
- **STR031 - Financial controls (residual score 15 - increased from 10).** If financial controls are not sufficient this could lead to the council not ensuring appropriate administration of public funds resulting in possible financial losses. The actions from the Grant Thornton audit continue to be implemented to ensure internal financial controls are strengthened. An update on implementation of the actions was provided to Audit Committee on 31 January 2019. One to two key recommendations remain outstanding. Work is ongoing to implement these outstanding recommendations and a further update on progress will be provided to Audit Committee in May 2019.
- **STR033 - Implementation of 19/20 savings (residual score 15).** This is a **new risk for Q3** in light of the financial challenges facing the council over the next five years. 2019/20 is considered to be a particularly challenging year and the savings identified as part of the MTFS are required to achieve a balanced budget and minimise the use of reserves. Actions to implement the savings are being identified as part of the Theme Committee Delivery Plans, including risks to implementation. Budget monitoring will take place

monthly and a Savings Delivery Assurance Group has been set up to look at the “readiness” for implementation. The savings will be monitored as part of financial/performance/risk reporting arrangements for 2019/20.

- **STR035 - Failure of third party Pension administrator meeting standards (residual score 15).** This is a **new risk for Q3** in light of concerns that the third party pension administrators are not meeting expectations as set out in the output specification, administration strategy and / or other metrics / agreements. Poor performance levels could result in delays meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties. A Pensions Consultant has been appointed to enhance client side management and meetings are being held monthly to review progress against the data cleanse plan.
- **DCE001 - Challenge to deliver capital projects (residual score 15).** Lack of capabilities to deliver capital and infrastructure projects within CSG Corporate Programmes could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget/time. Should staff depart and not be replaced, the delivery of high value schemes may be impacted thus the risk score remains unchanged.
- **CSG007 - Quality of CSG finance support falls below required standard (residual score 15).** Inadequate resourcing and/or poor processes could lead to incomplete or misleading financial information. Additionally, instances of performance failure have occurred within the Accounts Payable function (such as failed payment runs and lost invoices) leading to potential impacts on the council’s functions and service users, its reputation with suppliers and officer time spent dealing with complaints. CSG Management Team are working closely with the client team to manage the risk and ensure resources are deployed in the most effective manner.

## Additional priorities

- 1.82 Policy and Resources Committee has two additional priorities in the Corporate Plan: “**A culture of transparency and accountability for personal information**” and “**Emergency planning, preparedness and response**”. An update on these additional priorities is provided below.

### A culture of transparency and accountability for personal information

- 1.83 The council has been investigating the possibility of developing a commercial offer for data protection services to support MTFS savings. The data protection and Freedom of Information/transparency aspects of the Information Management Team (IMT) have moved from Commissioning to sit within Assurance, with further review of structure expected. Resourcing in the corporate information management team has impacted delivery of work.

Support for corporate projects such as the website and MyAccount refresh, and the Live Unlimited charity, has continued to be provided by the IMT. Specialist training to boards and forums has continued in light of GDPR changes; although provision of training of this type in the future will need consideration of the resource required. Work has continued to raise the profile of data protection requirements across the council, especially for processes such as Data Protection Impact Assessments, Information Sharing Agreements and initiation of Information Management requirements for projects or changes to service

processes. The team continues to work on compliance through working with services on specific projects and day to day advice work.

1.84 There are no key indicators linked to this priority.

1.85 There are two high level service risks linked to this priority.

- **AG020 - Audit actions not implemented (residual risk 16 – increased from 12).** If audit actions are not implemented this could lead to a deterioration in the council's **control environment** and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. Timely implementation of audit actions has continued to be an issue across the organisation, which can have an adverse effect on the internal control environment. Additional resources for Internal Audit have been provisionally agreed for 2019/20, which will assist with the monitoring and implementation of audit actions across the council and partners. 39 high priority actions were planned to be implemented in Q3. As a result, the likelihood score has increased from 3 to 4, resulting in an increased residual risk score of 16 from 12.
- **CSG08 - Misstatement of Pension Fund (residual score 15 – increased from 12).** The lack of appropriate resourcing and non-escalation of issues to the appropriate manager could lead to a misstatement of pension fund statutory accounting and reporting (errors and delays) resulting in a qualified audit report. The ongoing audit issues relating to the data quality of membership information for 2017/18 have continued. Errors identified during the audit of Schools Pensions data have led to an increase in the likelihood score from 4 to 5, resulting in an increased residual score of 15 from 12.

#### **Emergency planning, preparedness and response (incl. business continuity)**

1.86 An internal review of the council's emergency planning and business continuity arrangements commenced in Q3. The review was commissioned to ensure services remain robust and responsive to the changing standards across London, the evolving requirements of Barnet's residents and businesses, as well as to the challenges to service delivery. The recommendations made by the review have been agreed and work has been ongoing to implement the recommendations ahead of exercise Safer City, May 2019, a London-wide exercise managed by London Resilience and involving all London Boroughs.

1.87 There are no key indicators linked to this priority.

1.88 There is one high level service risk linked to this priority.

- **AG022 - Inability to effectively respond to Major Emergency Incidents (residual score 15).** The failure to implement the Emergency Planning 2020 recommendations and Resilience Standards for London could lead to the inability to effectively respond to a major emergency. A review of emergency planning has been completed with a report submitted and agreed by the Council Management Team. A Workplan has been developed and is currently being delivered; this includes recruiting additional staff and delivery of training to support these roles and to deliver five key milestones to meet Emergency Planning 2020 and Resilience Standards for London objectives by the end of May 2019.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 These recommendations are to provide this Committee with the necessary information to oversee the performance of the corporate plan and service and contract performance. This paper enables the council to meet the budget agreed by Council on 6 March 2018.

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

- 3.1 None.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 None.

## **5 IMPLICATIONS OF DECISION**

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

- 5.1.1 The report provides an overview of performance for Q3 2018/19, including budget forecasts, staffing, progress on activities, performance of key indicators and any high level risks.
- 5.1.2 The Q3 2018/19 results for all Corporate Plan indicators are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>
- 5.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of council priorities and targets as set out in the Corporate Plan.
- 5.1.4 Relevant council strategies and policies include the following:
- Corporate Plan 2015-2020
  - Corporate Plan - 2016/17, 2017/18 and 2018/19 Addendums
  - Medium Term Financial Strategy
  - Performance and Risk Management Frameworks
- 5.1.5 The priorities of the council are aligned to the delivery of the Health and Wellbeing Strategy.

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

- 5.2 The budget forecasts are included in the report. More detailed information on financial performance will be provided to FPC Committee.

### **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. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social

Value will be monitored through this contract management process.

## **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 The council's Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management 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
  - Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(3) Consider for approval budget and business plan of the Barnet Group Ltd.

(4) To determine fees and charges for services which are the responsibility of the committee.

5.4.4 The council's Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

## **5.5 Risk Management**

5.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high level risks are reported to the relevant Theme Committee and Policy and Resources Committee. The strategic risks and all high level risks (scoring 15 or above) associated with the

priorities for this Committee are outlined in the report.

## **5.6 Equalities and Diversity**

5.6.1 The Equality Act 2010 requires organisations exercising public functions to demonstrate that due regard has been paid to equalities in:

- Elimination of unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advancement of equality of opportunity between people from different groups.
- Fostering of good relations between people from different groups.

5.6.2 The Equality Act 2010 identifies the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.6.3 In order to assist in meeting the duty the council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.6.4 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

5.6.5 Progress against the performance measures we use is published on our website at: [www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

## **5.7 Corporate Parenting**

5.7.1 In line with the Children and Social Work Act 2017, the council has a duty to consider the Corporate Parenting Principles when exercising its functions in relation to looked after children and young people. These are:

- To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people
- To encourage those children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and young people
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work
- To prepare those children and young people for adulthood and independent living.

## **5.8 Consultation and Engagement**

- 5.8.1 Consultation on the Corporate Plan 2015-2020 was undertaken between summer 2013 and March 2015. Consultation on the new Corporate Plan 2019-24 was carried out in the summer 2018. The Corporate Plan will be approved by Council in March 2019.

## **5.9 Insight**

- 5.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan 2018/19 Addendum.

## **6 BACKGROUND PAPERS**

- 6.1 Council, 6 March 2018 – approved 2018/19 addendum to Corporate Plan.  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9162&Ver=4>



Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
<b>Strategic Risks (28)</b>														
STR004	Future financial pressures and funding 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. business rates localisation and fair funding review) that affect council services could lead to further reduction of the multi-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage.	Chief Executive	Finance	P&R - Medium and long term strategic planning	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	4	5	4	20	4	4	Treat
STR034	Debt management	If debts are not managed effectively this could lead to extra borrowing or an overspend on the revenue budget resulting in further financial strain, reduction in service quality or provision, resident dissatisfaction and reputational damage.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	- Debt management strategy	4	5	4	4	16	3	2	Treat
STR021	Delivery of Ofsted Improvement Action Plan	If the Ofsted Improvement Action Plan is not delivered across the partnership quickly enough, this could lead to outcomes for children, young people and families not improving at the pace required; also this may result in negative monitoring reports and future inspection outcomes.	Strategic Director, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-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 Partnership functions, membership and work programme. -Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across the 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 levels (particularly when moving at pace).	5	4	4	4	16	4	3	Treat
STR007	Significant adults 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 and public scrutiny.	Chief Executive	Statutory Duty	A&S - Embedding strength-based practice	-Adherence to the London multi-agency safeguarding adults policy and procedures. -Training programme and supervision policy and practice standards. -Quality assurance programme, including case audit, supervision audit, performance monitoring. -Report to CMT Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults and Safeguarding Committee and Health and Wellbeing Board annually. -Quality assurance ongoing in adult social care. -Provisional Mosaic safeguarding reports are in place.	5	5	5	3	15	5	3	Tolerate
STR020	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.	Strategic Director Adults, Communities and Health	Statutory Duty	A&S - Embedding strength-based practice	-A programme board is in place to drive delivery of a fully functioning case management system (Mosaic), a new expert delivery partner has been procured and has now started to deliver the programme -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. -LBB to continue close monitoring of plan and delivery.	5	5	5	3	15	1	1	Treat
STR024	Tri-borough reorganisation of the Met Police	Reorganisation of the Met Police into a tri-borough format may result in a dip in performance while the changes take place, police resources previously available to Barnet being reallocated to Harrow and Brent, and an increase in police response times due to the service being delivered over a larger geographical area and the relocation of police hubs. These events may ultimately lead to a decrease in community safety, reputational damage and a reduction of public confidence in policing in Barnet.	Strategic Director, Environment	Statutory Duty (the Met Police are responsible for these duties)	CL - Safer communities	-Regular sharing of data including the police staffing numbers and police response times. -Regular meetings with the Met Police borough commander. -Regular monitoring of confidence in police via Resident Perception Surveys by the council and Metropolitan Police surveys. -There is increased collaboration between the Met Police borough commander and Barnet's senior management team. -A monitoring regime has been implemented in advance of the implementation of the Tri-borough reorganisation.	3	5	3	5	15	2	4	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
STR013	Brexit	Due to the complex nature of services provided, demographic changes and macro-economic changes, the council may be unable to effectively respond in an agile way to Brexit resulting in not being able to deliver organisational objectives, financial impact and reputational damage.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-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. -Budget modelling takes into account latest population projections, changes in legislation and emerging pressures. Therefore, long-term planning allows for financial planning and certainty but an annual review allows for any emerging pressures to be factored in.	5	4	5	3	15	5	1	Treat
STR023	Commercial viability of strategic suppliers	If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction, failure to discharge statutory duties and financial costs.	Deputy Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-Contract management framework, with policy and procedures for commercial activity. -Contract monitoring takes place monthly with quarterly reporting to Financial Performance and Contracts Committee. -Contract register kept under review with checks on financial status of strategic suppliers. -Contract management arrangements in place, including indicators to identify financial stress. -Business continuity plans in place.	5	4	5	3	15	4	3	Treat
STR028	Impact of insourcing Re and CSG services on performance, contract and finance management	Proceeding with the business case for insourcing services delivered by Re and CSG (subject to committee agreement) without comprehensive and effective change management and risk management could lead to service disruption, temporary or longer-term performance reduction, additional costs, reduced long-term savings, contractual complications with remaining outsourced services, loss of technical knowledge and experience through personnel changes and failure to deliver statutory duties. This could result in additional costs to the council being incurred.	Chief Executive	Finance	P&R - Medium and long term strategic planning	1. Officers identified to carry out financial analysis ahead of choosing which of the business case options will provide best value for money and highest performance. 2. Elected members scrutiny of the business case decision via Full Council. 3. Effective management of "STR008 Successful challenge to the decision-making process" in relation to this insourcing risk.	5	5	5	3	15	5	1	Treat
STR031	Financial controls	If financial controls are not sufficient this could lead to the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	-A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	5	5	3	15	5	1	Treat
STR033	Implementation of 19/20 savings	If the savings identified for 2019/10 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget resulting in the use of reserves, reduction in service quality or provision, resident dissatisfaction and reputational damage.	Chief Executive	Finance	P&R - Medium and long term strategic planning	-Monthly budget monitoring	5	5	5	3	15	4	2	Treat
STR035	Failure of third party Pension administrator meeting standards	Poor performance levels could result in delays meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; reputational risk through negative media exposure; and members not receiving the correct benefits or receiving benefits late.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	-Recruitment of a pensions consultant to enhance client side management. -Monthly update meetings to measure progress against data cleanse plan.	5	4	5	3	15	3	2	Treat
STR022	Development of Barnet House	Colindale Full Business Case (FBC) has a challenge to remove the liabilities around Barnet House. Failure to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement could result in increased costs, reduced margins, reduced stakeholder confidence, reputational damage and reduced revenues.	Deputy Chief Executive	Finance	P&R - Implementing The Way We Work programme	-An option appraisal has been written, which details the available options to maximise value from Barnet House and the Colindale office building. The most financially beneficial option has been confirmed to be moving to Colindale and negotiating an early Barnet House lease surrender Negotiations with the Barnet House freeholder / head-lease holder will take place once the report has been presented at TW3 Board.	5	4	4	3	12	2	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
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	P&R - Continuing to improve Customer Services	-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. -Barnet Partnership Board meetings.	4	4	4	3	12	4	3	Tolerate
STR027	Compliance with Equality Duty without an Equalities Officer	With no dedicated Equalities Officer in place there is an increased risk that compliance with the Public Sector Equality Duty under the Equality Act 2010 is not maintained resulting in worsening outcomes for Barnet residents and legal action against the council.	Chief Executive	Statutory Duty	P&R - A culture of transparency and accountability	-Equality Policy 2014 in place -Strategic Equalities Objective in place -Corporate Performance Indicators in place -Equality Annual Report in place -Equality commitments to residents published -Equality Champions trained and in place -Mandatory Equality learning and development in place -Equality guidance material and advice available to all staff -Equality Duty is considered when any policy is developed, decided upon, implemented and reviewed -Joint Senior Leadership ownership of improved outcomes for people who have protected characteristics	5	5	4	3	12	4	1	Treat
STR001	Ability to attract and retain scarce skills or those in high demand	If the council is unable to attract and retain scarce skills or those in high demand within the labour market there could be an impact on the ability to deliver outcomes for residents and statutory responsibilities resulting in financial pressure, reputational damage and poor customer satisfaction.	Deputy Chief Executive	Statutory Duty	P&R - Medium and long term strategic planning	-Targeted interventions are underway to attract social workers in children's social care, and a further intervention is underway to convert agency social workers to permanent staff. -A new recruitment system is being implemented to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates. -The council is investing in new office accommodation in Colindale which will provide a new, modern working environment where staff can work in a more flexible, agile way. -The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. -An audit of the staff onboarding process is about to commence reviewing and seeking improvement to the processes for new starters. - Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff.	4	4	4	3	12	4	2	Treat
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.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-The council has a corporate Business Continuity Strategy and Plan, and maintains a network of business continuity leads, with quarterly meetings on this subject. -The council carries out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios. -Quarterly Business Continuity meetings.	4	5	4	3	12	4	2	Treat
STR032	Implementation of new recycling and waste collection rounds	If issues with the implementation of the new recycling and waste collection rounds continue into the New Year this could lead to further service disruption and financial strain resulting in resident dissatisfaction and reputational damage.	Chief Executive	Statutory Duty	ENV - Modernising Environmental Services	-Ongoing communication with residents on new/revised collection days. -Additional and narrow access vehicles deployed to complete rounds. -Issues with blocked access and assisted collections followed-up. -Additional resources put into Contact Centre to handle increased volume of customer contacts. -Social media monitored and follow-up daily.	4	5	3	4	12	2	2	Treat
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around health and safety (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach, financial loss, personal injury or death.	Deputy Chief Executive	Health and Safety	HOUS - Building compliance and fire safety	-Health and safety policies and processes for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessments (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	3	5	2	10	5	1	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
STR008	Successful challenge to the decision-making process	If statutory obligations to consult 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	P&R - Medium and long term strategic planning	-Corporate advice and guidance on decision-making are in place, with a clearance process. -Senior officers and members have oversight of decisions.	5	4	5	2	10	5	2	Tolerate
STR010	Potential fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and policies and procedures are neither fit for purpose nor adhered to, 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.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	-The council observes financial regulations, internal controls and standing orders, and contract procedure rules. Responsibilities relating to fraud prevention, detections and investigations are set out in the council's constitution. -There is a policy framework in place called the counter-fraud framework which contains counter-fraud, bribery and corruption policy and a whistleblowing policy. -The council also has an employee code of conduct which includes a gifts and hospitality policy, also other HR policies are in place. There is oversight by the Audit Committee. -The council has a dedicated fully qualified Corporate Anti-Fraud Team (CAFT), and an internal audit team who work closely together and have a risk based joint work plan which includes a communication/publicity strategy to ensure fraud risks/issue are identified and the control environment is reviewed as well as consideration and continued planning in relation to new risks and outcomes from internal audits/fraud investigations. -The CAFT also conduct proactive fraud drives and provide Fraud Awareness programmes and advice. CAFT take part national 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 are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	4	4	3	3	9	3	2	Treat
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, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (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. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	4	4	3	3	9	3	2	Treat
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) could expose IT networks to attacks the results of which could compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades. -The GDPR implementation plan such as continuing to push GDPR eLearning training, but risk score remains the same	4	4	4	2	8	4	2	Tolerate
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) could lead to disruption of IT networks resulting in a loss of access to information assets and disruption to council services.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-Incident management policies in place to improve resilience and support business continuity, including regular assessment of information assets	4	4	4	2	8	4	2	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
STR011	Impact of change in policies across the council/for specific committees	If there is a change in policies or in priorities across the council/for specific committees, this could result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-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.	4	3	4	2	8	4	2	Tolerate
STR012	Potential health and safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health and safety / compliance policies and 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.	Director of Public Health	Health and Safety	P&R - Medium and long term strategic planning	-Health and safety policies and processes around managing compliance are in place (available on the intranet), and the 95 buildings are being managed effectively. There are plans to identify gaps for other council stock. -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 health and safety advice available as required, but alongside Barnet-based staff with health and safety knowledge of local issues carrying out monitoring activities (including health and safety audits and inspections) as well as a statutory officer in place. -We have systems to collect information on incidents, and undertake regular health and safety audits and reports to senior officers and committees.	5	4	4	2	8	4	2	Treat
STR029	Employer failure to pay contributions to the Pension Fund	If the Pension Fund does not receive the correct amount of contributions from employers to fund employee pension liabilities this could lead to a scheme deficit resulting in member dissatisfaction, reputational damage and legal consequences.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	-Monthly monitoring of contribution payments received by the finance and administration teams. -Reconciliation through annual scheme returns.	4	5	4	2	8	2	1	Treat
STR025	Contractual disputes due to underperforming commissioned services	The potential for contract underperformance or non-delivery of commissioned services could result in disputes between Barnet and its delivery partners which, if unresolved, could lead to ongoing service delivery underperformance, failure to discharge statutory duties, legal/contractual costs, reputational damage and ultimately commissioned services being brought back in-house with the loss of planned savings and guaranteed income.	Commercial Director	Finance	P&R - Medium and long term strategic planning	-Contract performance is measured by monthly/quarterly/annual indicators and the output specification. -Contract performance is monitored via monthly/quarterly performance reports and monthly contract management meetings. -Dispute resolution is supported by a jointly managed issues log, the contract dispute resolution processes including escalation to exceptional meetings and legal support from HB Public Law. -Service continuity is ensured by provisional service continuity plans.	5	4	3	2	6	3	2	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no Impact	Likelihood	Residual Risk (with Impact	Likelihood	Risk Score	Target Risk Impact	Likelihood	Response Option
Service Risks (13)														
Adults, Communities and Health (6)														
AC001	Increased overspend 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 (DASS)	Statutory Duty	A&S - Embedding strength-based practice	The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-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 new MTFS to 2024 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 which focus on reducing demand for services and finding more creative ways to manage complex need.	5	5	5	4	20	3	3	Treat
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 and breach of statutory duty.	Head of Integrated Care Quality	Business Continuity	A&S - Integrating local health and social care	For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. Care Quality advisors support homes through best practice support and supporting staff development. If issues identified then there is a clear provider concerns process to access risk to individuals and support improvement. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. 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. On-going work across the care market to share best practice, support staff development and improve quality of care. Development of a provider support 'offer' to ensure support offered by care quality team is meeting need. Implementing a new approach to monitoring - more streamline and better focus on quality. Working across North Central London to share ideas / learning how quality improvement programmes, including scoping opportunities for a more integrated approach with health.	5	5	4	5	20	4	3	Treat
PH06	Pandemic Influenza type disease outbreak - LA business continuity risk	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the boroughs residents.	Director of Public Health	Statutory Duty	A&S - Health and Wellbeing	Secure tools developed to support the recording and updating of cases offline in emergency situations. Barnet multi-agency pan flu preparedness exercises and plans.	5	4	5	4	20	5	4	Tolerate
AC031	Budget management	Following the move to the new case management system, delays in resolving issues have limited the ability for the council to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion, leading to overspend.	Assistant Director Community and Wellbeing	Finance	A&S - Embedding strength-based practice	Workarounds in place to provide financial forecasts.	4	5	4	4	16	1	1	Treat
AC005	Challenges to recruit and retain qualified staff	A challenging job market (rest of London competing for the limited supply of social workers, qualified occupational therapists and other social care staff across all levels) could lead to difficulties in recruiting and retaining sufficient staff, resulting in insufficient staff to meet demand, reliance on agency workers impacting on budget, inability to carry out quality work, knock on effect on morale, non-statutory duties being de-prioritised.	Assistant Director Community And Wellbeing	Staffing and Culture	A&S - Integrating local health and social care	The Unified Pay and Reward project puts in place options to offer incentives. The Delivery Unit can also make use of agency staff. There is a workforce development plan in place to mitigate this risk in the medium to long term. Where appropriate transferring agency staff onto permanent contracts.	5	4	4	4	16	3	2	Treat



Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
AC028	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 and Wellbeing	Statutory Duty	A&S - Embedding strength-based practice	A programme board is in place to drive delivery of a fully functioning case management system (Mosaic) - A new provider, Bettergov, has been appointed to complete the implementation of the system. -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. -LBB to continue close monitoring of plan and delivery.	5	5	5	3	15	1	1	Treat
<b>Assurance (2)</b>														
AG020	Audit actions not implemented	If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Statutory Duty	P&R - A culture of transparency and accountability	Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Quarterly meeting to discuss non-implementation with Assurance Director or Chief Exec in attendance - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Growth bid submitted for 2019/20 to address risk of increased number of audit actions being raised and subsequent non-implementation / additional follow-up work	4	5	4	4	16	4	3	Treat
AG022	Inability to effectively respond to Major Emergency Incident	The failure to implement the EP2020 recommendations and Resilience Standards for London, could lead to the inability to effectively respond to a major emergency resulting in failure to deliver statutory support of emergency services under the Civil Contingencies Act 2004, increased risk/harm to individuals, legal challenge, financial and reputational.	Assurance Director	Business Continuity	P&R - Emergency planning, preparedness and response	1. Current review of EP and BC arrangements including EP2020 and resilience standards 2. Tested Plans and arrangements in place 3. Interim support arrangements in place in service and also with Haringey EP team in event of major incident	5	5	5	3	15	4	2	Treat
<b>Deputy Chief Executive (2)</b>														
DCE001	Challenge to deliver capital projects with CSG corporate programmes	Lack of capabilities to deliver capital and infrastructure projects within CSG corporate programmes could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget and over time.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	1. With uncertainty around the future relationship between LBB and Capita, retention of staff is becoming a key risk. 2. There is ability to take resource from the wider Capita supply chain, at day rate costs. 3. Ability to procure resource from other frameworks, at day rate costs. 4. Prioritisation of capital schemes to ensure appropriate focus of resources.	5	4	5	3	15	5	1	Treat
DCE002	Brent Cross funding strategy	The lack of agreement of a long-term funding strategy could lead to delays in the Brent Cross project specifically the delivery of the Brent Cross Thameslink station resulting in a financial impact to the Council's future income streams.	Deputy Chief Executive	Finance	ARG - Regenerating Brent Cross Cricklewood	1. The risk is being managed by the Brent Cross Governance Board and Assurance Board where Officers were working on finalising a long term funding strategy. 2. There is Short term financing of the project has been agreed to March 2019 which has allowed for more time for a long-term financing agreement.	3	5	3	5	15	3	2	Treat
<b>Environment (3)</b>														
TS013	Passenger transport services move	The handback of NLBP will necessitate the relocation of PTS vehicles with operation to a suitable alternate site, not being able to secure suitable site will result in either incurring additional costs to extend the current lease (subject to availability) or cause disruption to the Home to School transport service for Special Education Need children in and out of borough.	Street Scene Director	Business Continuity	ENV - Delivering transport improvements	Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	5	5	4	20	4	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no		Residual Risk (with			Target Risk		Response Option
							Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood	
PI011	Winter Service	As a result of relocating the gritting depot from Barnet to Harrow there is a risk that the associated increased travel time will be detrimental to the ability to deliver an effective service in terms of speed of response and in particular the possibility that this may prevent the three eastern routes from being treated within the required timescale which may lead to road traffic accidents, associated insurance claims and even non-compliance with statutory duty in extreme cases.	Strategic Director, Environment	Business Continuity	ENV - Delivering highways improvements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. 4. Relevant contacts at TfL identified and daily exchange of plans/information implemented. 5. Lessons learnt exercise from the 2017/18 gritting season and the review and subsequent changes in operations is planned and underway in advance of the 2018/19 winter gritting season due to commence in October 2018. The intention of this exercise is to make changes that will improve service outcomes, including changes that will assist in reducing timescales of completing gritting operations.	5	4	5	3	15	5	2	Treat
PI022	Ongoing Operation of the Central Management System	Risk related to the Harvard Central management system being incapable of operating the street lights and providing reports to the Meter Administrator of the energy consumption usage to inform the monthly energy bills. This is due to the fact that Harvard have gone into Administration and as a consequence obtaining replacement parts and reporting of data may not be possible.	Strategic Director, Environment	Health and Safety	ENV - Delivering highways improvements	Authority client team has written to the PFI Service Provider Barnet Lighting Services to ask them to immediately identify the impact of Harvard going into administration, including: 1. Identifying historical faults to determine the quantity of spare parts required; 2. to identify current stock levels; 3. Based on 1 and 2 to identify timescale to meet BAU requirements; 4. to formulate an urgent Business Continuity Plan; 5. To identify any issues relating to providing data to the Meter Administrator each month for the electricity billing as failure to provide this would lead to at least a 40% increase in bills.	5	5	5	3	15	5	2	Treat
Joint Risks (5)														
Education and Skills (1)														
ES-023	Overall schools budget (DSG) overspends	Demand pressures resulting in Overall schools budget (DSG- Dedicated schools grant) overspends leading to pressure to cut SEN spending.	Education and Skills Director	Finance	CE&S - Ensuring Barnet schools remains in the	-Close monitoring of the budget.	4	5	4	4	16	4	4	Tolerate
Customer Support Group (2)														
CSG07	Quality of CSG finance support falls below required standard	Inadequate resourcing and/or poor processes could lead to incomplete or misleading financial information resulting in sub-optimal financial performance and poor value for money outcomes.	Head of Finance	Finance	P&R - Medium and long term strategic planning	-Weekly meetings to discuss issues and challenges and current staffing provision. -Temporary staff appointed to cover vacancies.	5	5	5	3	15	2	3	Treat
CSG08	Misstatement of pension fund	The lack of appropriate resourcing and non-escalation of issues to the appropriate manager could lead to a misstatement of pension fund statutory accounting and reporting (errors and delays) resulting in a qualified audit report, cost overruns/variations from auditor and associated reputational damage.	Head of Finance	Statutory duty	P&R - A culture of transparency and accountability	An improvement plan is in place to improve membership data, reducing the risk of material errors within valuations underpinning the pension fund valuation  All recommendations contained within the draft 2017/18 Pension Fund ISA260 document will be implemented in full  Additional controls will be implemented in relation to debts outstanding to the pension fund to reduce the risk of them becoming irrevocable	4	5	3	5	15	2	1	Treat
Re (2)														
OP14	Insufficient staff in Highways	Difficulties in retaining experienced and qualified Highways staff could lead to non-qualified staff being tasked to deliver specialised priority tasks resulting in poor delivery of tasks, non-compliance to	Barnet Partnership Director	Staffing and Culture	ENV - Delivering highways	1. Regular service level meetings with LBB to ensure all services are being managed to ensure seamless delivery. 2. Recruit experienced and qualified staff	3	4	4	4	16	2	2	Treat
OP27	Affordability of the Thames Link project	If the Thames link project becomes un-affordable this could lead to the project not going ahead and potentially the grant being clawed back from Government, this would result in LBB being liable for any abortive costs and would also have an impact on the viability of Brent Cross South.	Deputy Chief Executive (LBB)	Finance	ARG - Regenerating Brent Cross Cricklewood	1. Governance board has overcite of the project budget, monthly meetings are in place to review this. 2. Dedicated finance Resource is being recruited and will report to Finance manager (Paul Clarke)  3. Re are exploring whether the grant is at risk should the project not go ahead.	5	3	5	3	15	3	1	Treat





## Policy and Resources

20 February 2019

**Title**

**Transfer properties acquired by the Council to TBG Open Door Homes Limited**

**Report of**

Chairman of the Policy and Resources Committee

**Wards**

All

**Status**

Public with exempt report under para 3, Part I and para 10, Part II of schedule 12 A to the Local Government Act 1972)

**Urgent**

No

**Key**

Yes

**Enclosures**

Appendices 1 and 2 - list of properties to be transferred (contains exempt information)

**Officer Contact Details**

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### Summary

The Housing Committee on 27 November 2018 supported proposals for transferring properties acquired by council for use as affordable temporary accommodation to TBG Open Door Homes Limited, which will deliver additional income of £822,000 to the council's General Fund. This report sets out the financial arrangements for implementation of this proposal and seeks authorisation of the transfer of the properties from the council to TBG Open Door Homes Limited as listed in appendix 1 and appendix 2 (in the accompanying exempt report) and the other related proposals as follows.

## Officers Recommendations

1. That the Committee approves the financial arrangements relating to the transfer of the ownership of 174 properties, listed in in appendix 1 and appendix 2 (as detailed in the accompanying exempt report) from the council to TBG Open Door Homes Limited or the completion of acquisition of the properties by TBG Open Door Homes Ltd, in each case subject to obtaining any consents required from third parties. The properties may be transferred at different times. Authority is delegated to the Deputy Chief Executive, in consultation with the Section 151 Officer, to negotiate, settle and complete the documents to deal with the transfer (or sub-sale) of the properties and the financial arrangements, which will include land transfers, charges to secure the payments due to the council, a nomination agreement and a facility agreement governing the loan to TBG Open Door Limited, and such documentation as appropriate to cover the loan at recommendation 3.
2. That the Committee approves the transfer of the ownership of the properties listed in appendix 1 and appendix 2 (in the accompanying exempt report) from the council to TBG Open Door Homes Limited
3. That the Committee agrees that the unspent balance of the council's current £40 million investment programme for acquiring properties for use as affordable temporary accommodation, should be made available to Open Door Homes in the form of a loan to complete the programme. This includes properties listed in appendix 2 (in the accompanying exempt report) which are currently in the process of being acquired by the council.
4. That the Committee notes the risk in relation to the value of Minimum Revenue Provision required to be set aside by the council as set out in paragraph 4.5.3

### 1. WHY THIS REPORT IS NEEDED

- 1.1 The council faces significant financial pressures with an anticipated budget gap of £69.9m to 2023/24.
- 1.2 As part of the work to address this budget gap, it has been identified that the transfer of 174 properties that the council has acquired for use as temporary accommodation to TBG Open Door Homes Limited will deliver additional income of £882,000 over the period 2019/20 to 2022/23.
- 1.3 TBG Open Door Homes Limited (ODH) is a Registered Provider, or Housing Association within The Barnet Group. The Barnet Group is wholly owned by the Council. ODH, which is a subsidiary of Barnet Homes, is registered with and regulated by the Social Housing Regulator. As part of its regulatory requirements ODH operates as an independent company with a board of directors responsible for the running of the organisation, governance and regulatory compliance. ODH is currently delivering a new build programme of circa 350 homes across the borough supported by a PWLB loan, Right to Buy receipts and infill land across the Council's housing estates

1.4 The ODH board reviewed the proposal for the transfer of assets in to the company at its meeting of the 14 January 2019. The board considered the impact of the transfer on the ODH business plan and any related risks to the organisation arising. Overall, the board were supportive of the proposal which would:

- Generate earlier revenue into the organisation than the current new build programme therefore improving the flexibility and resilience of the current business plan
- Reduce payback time on the main new build programme loan by 6 years
- Deliver assets into ODH that in time will enable further borrowing to deliver more new homes
- Enhances its position as the Council's future development partner

The ODH board supported the proposal subject to further stress testing of ODH business plan being undertaken and the terms of the loan agreement being acceptable.

1.5 The additional income for the council referred to in paragraph 1.2 above will be achieved by transfer of debt management costs and a premium of 1.24% interest on loans made by the council to Open Door Homes.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 The proposal to transfer the properties has already been considered and supported by the Housing Committee at its' meeting on 27 November 2018.

2.2 The additional income has been budgeted from April 2019, and it is important that the transfer of the properties or as many as possible, at such times as they can be transferred, is completed prior to this to realise the full year benefit.

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

- 2.4 The council could retain the portfolio, and benefit from future income streams and appreciation in the value of the assets. However, this would not enable the council to realise the improvement in its budget position in the medium term.

## **3. POST DECISION IMPLEMENTATION**

- 3.1 Arrangements will be made to formally transfer the ownership of the properties listed in appendix 1, or as many as possible, from the council to TBG Open Door Homes Limited. The council has exchanged contracts to buy the properties in appendix 2 (exempt) but has not yet completed. It is proposed that ODH should be given the ability to acquire these instead of the council (sub-sale), using the funds mentioned at recommendation 3, but if the council completes the acquisition of any they will be transferred to ODH by the council on the same basis as the properties in the appendix 1 (exempt). The sale price will not be paid by ODH to the council on completion of the property transfer, but will be repaid in accordance with the proposed facility agreement.
- 3.2 The council and TBG Open Door Homes Ltd will enter into a facility agreement dealing with a loan to TBG Open Door Homes Ltd in respect of the sums which TBG Open Door Homes Ltd must pay to the Council, and grant first charges on the properties to secure the payments due to the council from TBG Open Door Homes Ltd. A nomination agreement will be concluded between the council and TBG Open Door Homes to enable the Council to use the properties to accommodate homeless persons (as they do at present).
- 3.3 TBG Open Door Homes Ltd board will be meeting on the 18 March 2019 to formally approve the facility and nominations agreements. Officers from The Barnet Group will be engaging with board members in advance of that meeting to ensure that the specific terms of the agreement are acceptable and broadly in line with previous approved agreements.

## **4. IMPLICATIONS OF DECISION**

### **4.1 Corporate Priorities and Performance**

- 4.1.1 The council's Corporate Plan, which sets out the outcomes, priorities and strategic approach, has been refreshed for 2019 to 2024. The proposal to transfer properties acquired by the council for use as temporary accommodation will support the delivery of the Corporate Plan.

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

- 4.2.1 The key impact to the Council's revenue account of the proposal to transfer 174 properties to TBG Open Door Homes Limited is an estimated budget saving of £822K over the next five years and will be achieved as follows:
- TBG Open Door Homes Limited will pay the Council an interest margin of in the region of 1.24% above the rate at which the Council can borrow from the Public Works Loans Board (PWLB) on the outstanding loan and
  - A net cost saving to the temporary accommodation

- A transfer of debt management arrangements from the council to TBG Open Door Homes Limited, removing the need for the council to set aside Minimum Revenue Provision.
- 4.2.2. There will be costs of approximately £14,000 associated with obtaining up to date valuations for each property to be transferred. Legal costs will be payable to external solicitors, the cost estimate is £55,750. These professional fees will be met from the existing acquisitions programme budget.
- 4.2.3 The value of the assets to be transferred by the Council to TBG Opendoor Limited is approximately £50 million. A loan to this value plus costs of approximately £3m incurred in acquiring and refurbishing the properties will be created in the accounts of the Council to enable the purchase of the assets plus an amount of working capital to support Opendoor's initial funding needs. The main terms of this loan are:
- Instalment repayments over a period of 40 years
  - An interest rate of 1.24% above the Council's borrowing rate from the PWLB for the above duration.
  - Security of the loan over the assets of Open Door, namely the properties transferred or sub-sold to them as proposed in this report and properties acquired with the funds proposed in this report. Security can only be released if a margin of value of securitised properties to loans is at least 120%
- 4.2.4 The proposal is one of three relating to the transfer, purchase or build of residential properties that will be owned by Open Door and initially financed by the Council. The maximum debt exposure by Open Door to the Council is £303 million, including an existing loan for 320 homes, and a proposed programme of 500 property purchases to be used as affordable accommodation. Residential property values have risen strongly in recent years. The last significant correction was over 30 years ago. The Council needs to be mindful of its overall exposure to residential property via its loans to Open Doors and consider whether it has the reserves to sustain any loan provisions should residential property prices fall significantly.
- 4.2.5 The properties to be transferred or sub-sold are detailed in the schedule in appendix 1 (exempt) and appendix 2 (exempt), and are a mix of 1, 2 and 3 bed units in various locations in and outside London. The schedule includes the acquisition cost and cost of improvements carried out or required to be carried out to the properties to bring them up to standard and the total spend will be paid to the council through repayment of the loan.
- 4.2.6 Independent valuations have been commissioned for 68 of the properties which completed prior to July 2018, which are expected to indicate that the market value is less than the sum being paid by ODH for the council's interest and a best value transaction under section 123 of the Local Government Act 1972 can be confirmed.
- 4.2.7 The absence of minimum revenue provision is based on previous treasury advice. Given the scale of investment, the long-term nature of the loans and changes in the prudential code, further treasury advice is being sought and there is a risk that this could affect the value of provision the council needs to set aside in order to repay the debt. Should the business case be materially affected by updated treasury advice then the Committee will receive a revised plan for consideration.

### **4.3 Social Value**

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. No service is being commissioned in this case.

### **4.4 Legal and Constitutional References**

- 4.4.1 Under article 7 of the council's constitution, the council's Assets, Regeneration & Growth Committee is responsible for asset management and other matters, and the council's Policy & Resources Committee is responsible for Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council. Article 7.5 of the council's constitution provides that 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.
- 4.4.2 As the properties in question acquired to date are held in the council's general fund and are not occupied by secure tenants, the council may sell them for not less than the best consideration reasonably obtainable, under section 123 of the Local Government Act 1972. The properties in relation to which the council has exchanged contracts were also to be held in the general fund so the same comments apply. It is proposed that TBG Open Door Homes Limited will pay no less than the best consideration reasonably obtainable. If the terms of the Council's loan to TBG Open Door Homes Limited are more favourable than could be obtained on the open market, consent is needed from the Secretary of State for Housing, Communities and Local Government, but a general consent granted in 2010 applies.
- 4.4.3 Legal advice is being sought as to whether the proposed transaction is state aid (which would not be lawful) and upon whether there are any implications for the transfer, as to the use by the Council of RTB receipts when purchasing some of the properties.

### **4.5 Risk Management**

- 4.5.1 There is a risk that TBG Open Door Homes Limited may become insolvent or fail to pay sums due to the council in respect of the properties transferred to them by the authority. This will be mitigated the loan agreement between TBG Open Door Homes Limited and the council, through which the council will have a charge on each property transferred. In addition, a robust business plan has been developed by OpenDoor Homes illustrating that the loan is repayable.
- 4.5.2 The risk of interest rate increase prior to drawdown will be mitigated by a review of an updated business plan by the Section 151 Officer prior to the loan being advanced.
- 4.5.3 Further treasury advice is being sought with regards to the value of minimum revenue provision required to be set aside which could affect the business case. If this risk materialises, an updated business case will be presented to the Committee for

consideration.

#### 4.6 Equalities and Diversity

- 4.6.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council.
- 4.6.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties, they are not duties to secure a particular outcome. The statutory grounds of the public-sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*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;*
- (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;*
- (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, to 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*
- Sexual orientation*

- *Marriage and Civil partnership*

4.6.3 Management of the properties will continue to be provided by Barnet Homes as at present, and the proposal is not expected to have any adverse impact on tenants.

#### 4.7 **Corporate Parenting**

5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. It is not anticipated that this report has any implications for the council's corporate parenting duties.

#### 4.8 **Consultation and Engagement**

4.8.1 There is no requirement to consult with tenants currently living in the properties, however, they will be formally notified of any transfer before it takes place, and arrangements will be made to transfer their tenancy to TBG Open Door Homes Limited.

#### 5.8 **Insight**

5.8.1 A reduction in the supply of affordable housing, coupled with sustained levels of increased demand provides the rationale for the key element of the proposals which is to increase the supply of affordable housing options.

5.8.2 There has been a 42% increase in new homelessness applications between 2011/12 and 2016/17.

5.8.3 There has been a significant increase in the number of households in temporary accommodation; numbers have increased from 2,172 in April 2012 to their current level of 2,519 at the end of September 2018.

## 5 **BACKGROUND PAPERS**

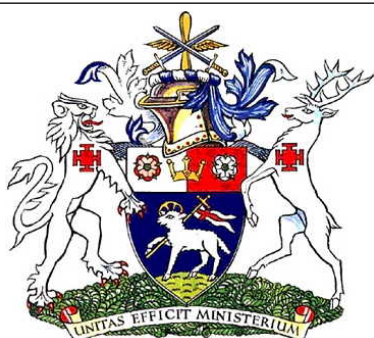
Housing Committee 27 November 2018 - Item 7 Business Planning 2019-2024  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9741&Ver=4>

Assets, Regeneration and Growth Committee – 27 November 2017 – Item 13 – Open Market Purchases of Affordable Housing  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>

Assets, Regeneration and Growth Committee – 12 December 2016 – Item 12 – In London and Out of London Acquisitions  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8640&Ver=4>

Assets, Regeneration and Growth Committee – 11 July 2016 – Item 9 – Out of Borough Acquisitions  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8881&Ver=4>





## Policy and Resources Committee

### 20 February 2019

<b>Title</b>	<b>Colindale Underground Station Supplementary Planning Document (SPD)</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	Colindale
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix A – Colindale Underground Station SPD Appendix B – Consultation Representation Report Appendix C – Sustainability Appraisal Appendix D - Equalities Impact Assessment Appendix E – Design Concept
<b>Officer Contact Details</b>	Nick Lynch – Planning Policy Manager (0208 359 4211) <a href="mailto:Nick.lynch@barnet.gov.uk">Nick.lynch@barnet.gov.uk</a>  Emma Watson – Head of Strategic Planning (020 8359 3190) <a href="mailto:Emma.watson@barnet.gov.uk">Emma.watson@barnet.gov.uk</a>

## Summary

As part of the wider redevelopment of Colindale, substantial investment has been secured by the Council for new and improved infrastructure in the area. This includes a £16 million (S106) contribution towards the delivery of a new Colindale Underground Station to accommodate increased capacity and step-free access.

The Colindale Underground Station Supplementary Planning Document (SPD) boundary includes TfL land-holdings (existing station, car-park and rail embankment) as well as 167-173 Colindale Avenue and 1-6 Agar House, Colindale Avenue. The SPD sets out the Council's detailed design requirements and scale of development which will be supported

for the new station and associated residential-led, mixed use development to enhance the public realm and start to knit together the Colindale communities.

The Draft SPD was subject to extensive publicity in November and December 2018 to encourage engagement as part of 6 weeks of formal public consultation. Feedback was generally supportive of the SPDs approach for the new station with concerns raised around public transport availability during the construction phase. Concerns were also raised in respect of building height.

Following adoption, the SPD will be a material consideration in determining planning applications for the new Colindale Underground Station and associated development.

## 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. Agrees the adoption of the Colindale Underground Station SPD (Appendix A) and associated documentation (Appendices B, C, D and E), 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 add further detail to the policies of the development plan (National Planning Policy Framework 2018 (NPPF)). They can be used to provide further guidance for development on specific sites, or on particular issues, such as design.
- 1.2 Colindale Underground Station currently has 7.1 million passenger trips per year and at peak times is used by up to 4.5 thousand people per hour. There has been an 88% growth in passengers using the station over the last 10 years and this is expected to double by 2041. In addition, the station does not meet requirements for step-free access.
- 1.3 Substantial investment (£16 million) has been secured by the Council in the form of a S106 legal agreement to deliver a new underground station (this includes £11,284,000 from Redrow, £2,800,000 from TfL and a contribution of £2.75 million from the Council). To meet the terms of the S106 legal agreement, the new station needs to be in place by 2022.

- 1.4 A SPD is therefore required to set out the Council's detailed design requirements and scale of development which will be supported for the new station. To ensure wider benefits to ensure that any new development is of high-quality, and starts to knit together the individual communities in Colindale into a cohesive form as well as deliver public realm benefits, the SPD boundary has been drawn to include the existing station, the rail-embankment to the north-east, the station car-park and properties at 167-173 Colindale Avenue and 1-6 Agar House, Colindale Avenue.
- 1.5 Policy & Resources Committee (23rd October 2018 Agenda item 11) approved the draft Colindale Underground Station SPD for public consultation. Public consultation was undertaken between 29<sup>th</sup> October and 10<sup>th</sup> December 2018, with comments accepted up until 11<sup>th</sup> January 2019. This involved extensive publicity with over 300 leaflets being distributed to households in the surrounding area, two drop-in sessions and meetings with Ward Councillors and local residents living within the SPD boundary. This was in addition to email notifications sent to contacts on the Council's Local Plan database. Further details on the consultation arrangements are set out in the Consultation Representation Report (Appendix B).
- 1.6 Feedback on the SPD was encouraged by questionnaire which was available on-line and in hard copy. All comments, whether on completed questionnaires or written responses sent direct to the council, have been considered with equal weight as set out in the Consultation Representation Report. Comments related to public transport arrangements during the construction phase of the new development and the height and scale of the proposed new development. The SPD requires TfL to minimise travel disruption as far as possible and to put into place suitable alternative arrangements, as appropriate. The proposed height and scale of the proposed new development is in accordance with the area being identified as an Opportunity Area and a Regeneration Area. The Design Concept (Appendix E) establishes the preferred approach to design, (including height).
- 1.7 The GLA was unable to respond specifically on the SPD but stated support in principal for it's promotion of growth. Other statutory consultees, (including TfL) generally support the proposals contained in the SPD.
- 1.8 Limited response was received which is attributed to the small area covered by the SPD and general support for the scheme being proposed.

## **Development Principles**

- 1.9 In order to ensure development of a high-quality development, the SPD includes common principles to be applied across the site in terms of built form and height, local integration, material and façade variation, retail frontages, car/cycle parking standards and affordable housing, which all comply to adopted standards.
- 1.10 The site is then divided into a series of parcels of land, with uses and design requirements identified for each parcel. These include:
- Site A (existing Underground Station) – existing station to be replaced by a commercial building at ground floor level with residential above. Redevelopment to improve the relationship of the building with the existing piazza to the west. Potential for building to extend up to between 20 and 28 storeys.
  - Site B (above the rail tracks) – new station to be positioned above the existing rail tracks and incorporating widened public realm. This will include removal of the existing bridge parapet wall. Bus stopping to be including within the vicinity of the new station and appropriate signage in place. Potential for building to extend up to between 20 and 25 storeys.
  - Site C (station car-park) – commercial use at ground floor, with residential above. Potential for building to extend up to 16 and 20 storeys.
  - Site D (167-173 Colindale Avenue and 1-6 Agar House, Colindale Avenue) – widened public realm with commercial use at ground floor and residential above. Building to be no more than 8 storeys in height.
  - Site E (rail embankment to north-east) – provision for disabled car-parking on land adjacent to the rail tracks.
- 1.11 Redevelopment of these parcels of land should seek to deliver benefits for the wider area, including:
- Redevelopment to knit together all the individual Colindale schemes into a cohesive community.
  - Improved public transport interchange.
  - Improved public realm along Colindale Avenue.
  - Repositioning of the station to allow for improved pedestrian access into/out of the station.
  - Improved pedestrian access to new commercial centre (current Peel Centre planning application) and Montrose Park.
  - Delivery of step-free access within the new station.
  - Footway widening along this part of Colindale Avenue.
  - Bridge widening to reduce the pinch-point effect.
  - Possible introduction of cycle-ways.
  - New bus stopping area.
  - Redevelopment of existing station to provide aspect onto the piazza to the west.

- Redevelopment of the car-park within the overall station development to improve the aesthetic quality.

1.12 The final section of the SPD focuses on delivery and implementation. A coordinated and comprehensive approach is required to 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. This section of the SPD also sets out processes for Compulsory Purchase Order in the event that this is required to enable site-assembly.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 Adoption of the Colindale Underground Station SPD will provide firm guidance on the Council's expectations for a new Colindale Underground Station and enhancement of the wider area. This is critical if the new Underground Station is to be delivered within the timescales of the S106 funding.

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

2.2 The alternative option is to not produce a SPD. This could potentially result in delays to a new station being delivered and S106 funding lost. It would also result in missed opportunity to revitalise the wider area and start to knit together the individual Colindale communities as well as deliver public realm enhancements.

## **3. POST DECISION IMPLEMENTATION**

3.1 Once adopted the final SPD will be capable of being used as a material consideration in the determination of future planning applications in this part of Colindale.

## **4. IMPLICATIONS OF DECISION**

### **4.1 Corporate Priorities and Performance**

4.1.1 The Council has contributed £2.75 million towards the delivery of a new Colindale Underground Station. It is vital that the new station is delivered in accordance with the S106 agreement to ensure funding from other partners (Redrow Homes and TfL) is not lost.

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

4.2.1 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 S106 legal agreement.

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

### **4.3 Social Value**

4.3.1 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.

4.3.2 The SPD has been subject to a Sustainability Appraisal (see Appendix C) which assesses the social, economic and environmental implications of the document

4.3.3 Social benefits will principally be secured through improved public transport accessibility, including step-free access for those with mobility issues, as well as opportunities to increase housing delivery (including affordable housing).

4.3.4 Economic benefits will be delivered through inward investment in the commercial opportunities included in the SPD.

4.3.4 Environmental benefits will be delivered through improved public transport facilities, reducing the need to travel by private car and footway widening, 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.

### **4.4 Legal and Constitutional References**

4.4.1 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.

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

### **4.5 Risk Management**

4.5.1 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.

- 4.5.2 A key risk to the Colindale Underground Station 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.
- 4.5.3 Another risk is that redevelopment proposals for the station and surrounding area, 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.

## **4.6 Equalities and Diversity**

- 4.6.1 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.

- 4.6.2 The SPD implements policy set out in the Local Plan Core Strategy which has been subject to an Equalities Impact Assessment (EqIA) (see Appendix D). Furthermore, the SPD itself is accompanied by an EqIA which is attached at Appendix C.
- 4.6.3 The EqIA has considered the SPDs impact on the groups identified above. It has highlighted how the SPD helps to address issues for those who have mobility issues.

## **4.7 Crime and Disorder**

- 4.7.1 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.

## **4.8 Corporate Parenting**

- 5.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider

Corporate Parenting Principles in decision-making across the council. It is not anticipated that this report has any implications for the council's corporate parenting duties.

## **4.9 Consultation and Engagement**

- 5.9.1 In accordance with the Statement of Community Involvement (SCI) a period of formal consultation on the draft Colindale Underground Station was undertaken over a 6 week period from October 29<sup>th</sup> until December 10<sup>th</sup> 2018, with comments accepted up to 11<sup>th</sup> January 2019. Consultation went beyond the benchmarks set out in the SCI most notably in terms of the 300 leaflets distributed to households in the adjoining area.
- 5.9.2 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. 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 DPD, 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, October 2018  
<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/local-plan-review.html>
- 6.4 Colindale Area Action Plan 2010 <https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/local-plan/colindale-aap/colindale-area-action-plan.html>





# Colindale Underground Station

Supplementary Planning Document

February 2019

**Re**

**BARNET**  
LONDON BOROUGH



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## **Chapter 1 – Introduction and Purpose of SPD**

### **1.1 Background**

- 1.1.1 Colindale Underground Station currently has up to 7.1 million passenger trips per year and at peak times is used by up to 4.5 thousand people. There has been an 88% growth in use over the last 10 years and this is expected to double by 2041. In addition to capacity issues, the station does not meet requirements for step-free access.
- 1.1.2 As part of the wider redevelopment of Colindale, substantial investment has been secured by the Council for new and improved infrastructure in the area. This includes a £16million (S106) contribution towards the delivery of the redevelopment of Colindale Underground Station to accommodate increased passenger capacity and step-free access. To meet the terms of the S106 legal agreement associated with this funding contribution, the new station needs to be in place by 2022.
- 1.1.3 Reflecting the Council's commitment to supporting high-quality redevelopment of Colindale, this Supplementary Planning Document (SPD) sets out the Council's detailed design requirements and scale of development which will be supported for the new station and any associated development. Preparation of the SPD was informed by a draft SPD and Scoping Report which are published separately. These documents provide the evidence base to the SPD as well as provide details on how the development approach has been arrived at.
- 1.1.4 The SPD boundary includes TfL land holdings (station and car-park) as well as 167-173 Colindale Avenue and Agar House (1-6) and rail embankment to the north-east of the station. This has allowed for a range of development scenarios to be considered for the new station. Whilst there may have been merit in extending the SPD boundary eastwards along the roundabout at the junction of Eagle Drive and Aerodrome road this may have diverted the focus of the SPD from providing planning guidance specific to the delivery of a new tube station to wider regeneration benefits. Given the need to have planning guidance in place in the short-term (to allow TfL to build a new station within the timeframe of the S106 legal agreement), the SPD boundary has been restricted to the site area of the new station and immediately adjoining area.

### **1.2 Purpose of the SPD**

- 1.2.1 SPDs are defined in the National Planning Policy Framework (NPPF) July 2018 as documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary Planning Documents are capable of being a material consideration in planning decisions but are not part of

the development plan.

1.2.2 This SPD aims to help inform the preparation of future planning applications associated with:

- Redevelopment of Colindale Underground Station
- Development in the area immediately adjoining the Station, including around the rail tracks, the existing station car-park, the embankment to the north-east of the Station, 167-173 Colindale Avenue and Agar House (1-6) Colindale Avenue; and
- Delivery of highway, public realm and bridge improvements on Colindale Avenue immediately adjacent to the Underground Station

1.2.3 In providing Transport for London (TfL) and their development partners, with clear planning guidance on the redevelopment of Colindale Underground Station and adjoining public realm, the main objectives of the SPD will be to:

- Establish the policy and design context for the redevelopment of the Underground Station and associated development in the immediately adjoining area, including above the rail tracks, the existing station car-park, the embankment to the north-east of the Station, 167-173 Colindale Avenue and Agar House (1-6) Colindale Avenue;
- Provide supplementary detail to policies contained within the LBB Core Strategy (2012), Development Management Policies (2012) and the Colindale Area Action Plan (CAAP) (2010), as well as the London Plan – Consolidated with Alterations since 2011 (2016);
- Explain how development will be delivered and infrastructure investments to be secured;
- Engage all interested stakeholders in the development process.

1.2.4 This SPD is supported by the following documents:

- Scoping Report (July 2018), which helped to inform preparation of the SPD and forms part of the evidence base.
- Draft SPD (October 2018), setting out the draft proposals for the site and subject to public consultation.
- Sustainability Appraisal (February 2019) to assess the impact of the proposals in terms of social, environmental and economic indicators.
- Equalities Impact Assessment (February 2019) to ensure that the SPD does not discriminate.
- Statement of Consultation (February 2019) outlining how the SPD has been shaped through consultation.
- Design Concept Report (February 2019) setting out how the design concept for the SPD site has evolved.

1.2.5 All of these documents are published separately on the Council's website at

### **1.3 SPD Engagement**

- 1.3.1 In order to create a SPD which reflects local concerns, issues and aspirations, the SPD has been produced through a collaborative process with the relevant stakeholders. In June 2018 meetings were held with Ward Members to set out the objectives of the SPD. This was followed by a community drop in session in July 2018 which enabled local residents to discuss the proposals with planners representing the Council. Details of how this first phase of engagement process informed the SPD are provided in the Consultation Statement.
- 1.3.2 Following the first phase of engagement, a draft SPD was published for public consultation from October 2018 to January 2019. During this consultation period, the public was invited to comment on the proposed document with hard copies of the Draft SPD made available at Barnet House Reception, Colindale Library and online. A number of consultation activities were undertaken, including:
- Distribution of a leaflet publicising the draft SPD and consultation events to 300 residents.
  - Two drop-in exhibition events at the Pulse Community Rooms in Colindale.
  - An online questionnaire to capture consultation responses.
- 1.3.3 A range of responses were received. The details of these and the corresponding amendments to the SPD are set out in the separate Consultation Statement. The Consultation Statement contains details of all engagement activities undertaken throughout preparation of the SPD.





## Chapter 2 – Colindale and the SPD Area

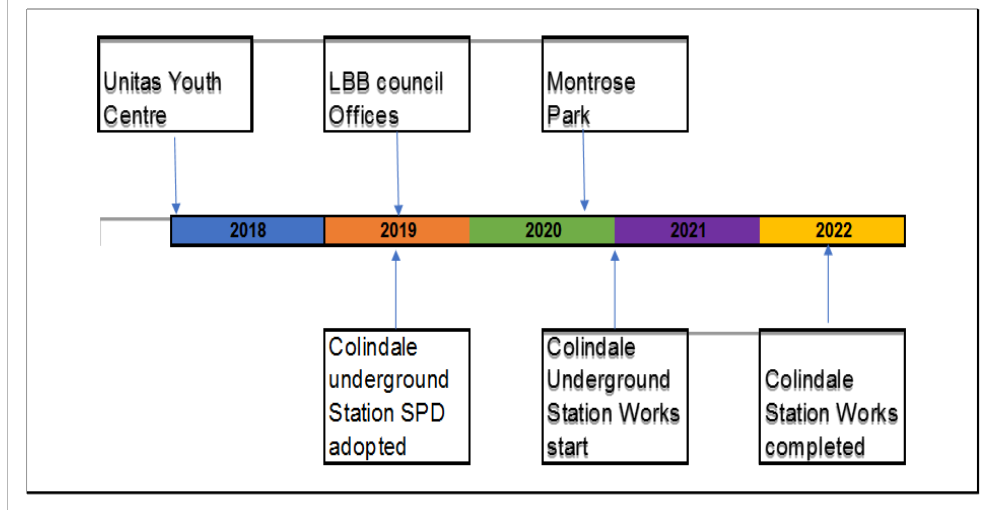
### 2.1 Colindale: The Wider Area

- 2.1.1 Colindale started to grow in the early 20th century and initially was an employment area for London with a number of institutions relocating to the area, including the Government Lymph Establishment, the British Museum and Hendon Aerodrome as well as industries such as Garsons Ltd and Airco. Housing followed quickly when Colindale Station opened in 1924.
- 2.1.2 However, by the 21st century, employers had moved out of the area and it was recognised by both Barnet Council and the Greater London Authority that there was a need to promote change in the area. Colindale was subsequently identified as an Opportunity Area in the London Plan to deliver significant growth and the Council prepared and adopted a Colindale Area Action Plan (2010) to support the delivery of high-quality new development and supporting infrastructure.
- 2.1.3 Since adoption of the Area Action Plan in 2010, some 6,000 new homes have been approved and completed along with eight commercial schemes (comprising mid-size supermarkets, gyms and restaurants). The new housing development in the main, takes the form of flatted development in buildings extending to some 21 storeys at the highest with the majority being between 7 and 12 storeys high. The housing which predates designation of Colindale as an Opportunity Area comprises a mixture of inter-war housing in the form of two-storey semi-detached properties and mid to late twentieth century, two-storey terraced properties arranged in a collection of cul-de-sacs (see Figure 1).



Figure 1: Colindale wider area

- 2.1.4 It is anticipated that the resident and working populations will increase over the next few years, as current schemes are implemented (as outlined in the Scoping Report and including the new Barnet Council Offices and the Peel Centre). It is estimated that 35,363 people will be living in Colindale and an additional 2,000 more people working in the area. A number of schemes have been completed, or are currently under construction, since the AAP was adopted and a number of new schemes are expected to be delivered over the next few years (see Figure 2).



**Figure 2: Timeline of SPD schemes and adjoining schemes**

- 2.1.5 The area is well served by the strategic road network with good access to the A5 to the west and the A41/A1 to the east. Colindale Avenue is a key route linking Colindale to the A5. It provides a bus link (currently for two separate services) and is an important route for pedestrians and cyclists. However, it is frequently congested and the narrow footways create a hostile environment for pedestrians.

## **2.2 The SPD Area**

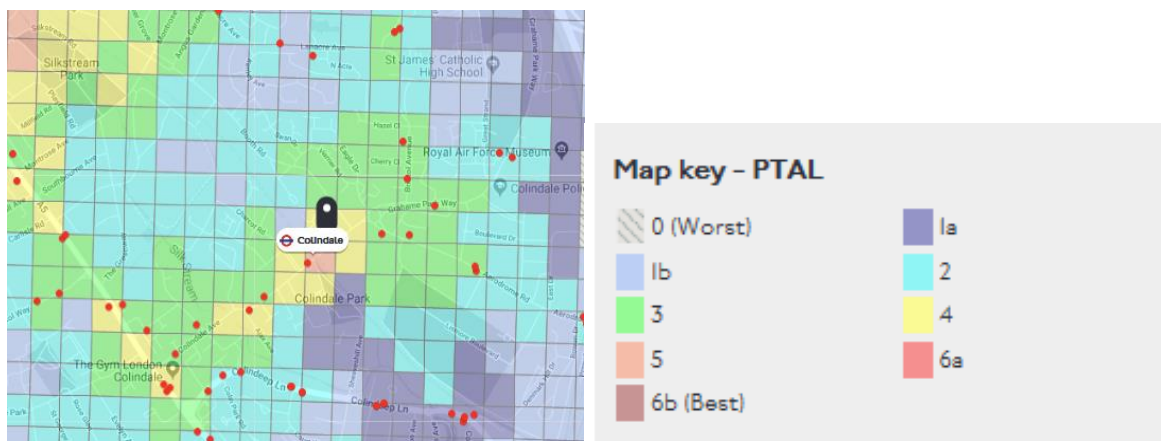
- 2.2.1 The area covered by the SPD (see Figure 3) is 0.66 ha and extends from Colindale Station to Pasteur Close. As well as the station with associated retail unit and public car-park (23 pay and display spaces), the area includes 167-173 Colindale Avenue (four two-storey residential units) and Agar House (six properties). The footway along the north side of Colindale Avenue is narrow and does not provide a safe or pleasant environment for pedestrians, particularly for pushchairs and people with mobility issues. The SPD area boundary includes both sides of Colindale Avenue where it crosses over the Northern Line as well as the rail embankment to the north east. This is to allow for bridge widening to take place as well as to accommodate the parking and services set out in the proposed development approach.



**Figure 3: Colindale SPD area**

2.2.2 The existing Underground Station is a bland single storey block of unremarkable architecture which in its current form does not provide step-free access and increasingly has capacity issues at peak periods, particularly at the ticket gate line and on the stairway to the platforms. The canopy structure over the platforms is of limited architectural value. Pedestrian access into the station is restricted due to the narrow width of the footway at this point (which cannot be improved upon without widening of the road bridge over the rail-tracks at this point).

2.2.3 Due to the excellent public transport connections, the area around Colindale Underground Station is categorised as PTAL5, confirming high levels of connectivity, as shown in Figure 4



**Figure 4: PTAL – Colindale**



## **Chapter 3 – Planning Context**

### **3.1 Introduction**

- 3.1.1 A SPD is a non-statutory document but, as a statement of policy intent, must still be considered within the overarching planning policy framework for the area.
- 3.1.2 The policy framework comprises the adopted development plan (London Plan (2016), Core Strategy (2012), Development Management Policies (2012)), together with the National Planning Policy Framework (NPPF) (2018) and Guidance (NPPG) and any other relevant material considerations such as Mayoral and Borough SPD/SPG's. Whilst the emerging London Plan (published in 2017) carries limited weight at this stage, key policies are considered as they are likely to become adopted during the lifetime of delivering the proposals outlined in this SPD.
- 3.1.3 This chapter concludes with a summary of the key policies issues considered to be relevant to the SPD.

### **3.2 National Policy**

- 3.2.1 As outlined in the NPPF (2018), SPDs are intended to add further detail to policies contained within the Local Plan. They can be used to provide guidance on a range of issues and specific sites and are capable of being a material consideration in planning decisions.
- 3.2.2 NPPF para 126 states that to provide maximum clarity about design expectations at an early stage, SPDs should use visual tools such as design guides and codes. These provide a framework for creating distinctive places, with a consistent and high-quality standard of design. However, their level of detail and degree of prescription should be tailored to the circumstances in each place, and should allow a suitable degree of variety where this would be justified.
- 3.2.3 NPPF para 130 states permission should be refused for development of poor design that fails to take the opportunities available for improving the character and quality of an area and the way it functions, taking into account any local design standards or style guides in Plans or Supplementary Planning Documents.

### **3.3 London Plan 2016 (Consolidated with Alterations since 2011)**

- 3.3.1 The London Plan 2016 (Consolidated with Alterations since 2011) sets out a broad strategy for how London will change and develop up to 2036 and identifies areas which have considerable scope to accommodate growth and development.



### 3.3.2 Opportunity Areas

**Policy 2.13** identifies a number of Opportunity Areas (OAs). These areas are chosen on the basis that they have significant capacity to accommodate new housing, commercial and other development linked to existing or potential improvements to public transport accessibility. Colindale/Burnt Oak is identified as an Opportunity Area, with Annex 1 describing the area as “an area comprising a range of sites with capacity mainly for residential-led mixed use development” including Colindale Underground Station and sites to the west of the Northern Line. It is also highlighted that the area is beside major development sites in LB Brent and coordination and adequate provision of social and transport infrastructure across borough boundaries is required. In addition, appropriate developer contributions will be needed to deliver public transport improvements to support proposed intensification of residential use. The Plan sets a minimum housing target of 12,500 new homes for this OA with indicative employment capacity of 2,000 jobs.

### 3.3.3 Planning for Growth

Paired with evidence indicating an increase in population and households, and information provided in the GLA SHMA/SHLAA, the Plan recognises the pressing need for housing and has set an annual minimum housing target for each Borough over the Plan period. **Policy 3.3** sets a minimum target for Barnet of 23,489 homes between 2015 – 2025 (equals 2,349 per annum). **Policy 3.4** supports the Sustainable Residential Quality Density Matrix which relates density ranges with location, existing building form and massing as well as PTAL.

3.3.4 The Plan recognises the importance of having adequate infrastructure to support planned growth. Due to the vital role transport infrastructure plays in supporting the Capital’s success and quality of life, the planning of transport infrastructure services and the physical infrastructure they require will be carefully coordinated and is a key theme throughout the Plan.

### 3.3.5 Affordable Housing

**Policy 3.11** states that London needs to deliver at least 17,000 more affordable homes annually. **Policy 3.13** highlights that the maximum reasonable amount of affordable housing should be sought when negotiating on individual private residential land and mixed-use schemes and should be required on sites which have capacity to provide 10 or more homes.

### 3.3.6 Car and Cycle Parking

**Policy 6.13** (Parking), states that there should be an appropriate balance between promoting new development and preventing excessive car parking provision that can undermine other more sustainable transport modes. The Plan sets maximum standards for residential development (Table 6.2) but highlights that in areas with high transport accessibility, car free development should be promoted. Cycling parking standards are set out in Table 6.3 of the London Plan.

These are minimum standards of 2 spaces per 2 bedroom or more unit and 1 space for 1 bedroom units.

### 3.3.7 Tall Buildings

**Policy 7.7** advocates a 'plan-led' approach to tall buildings and has set a range of criteria that needs to be met when determining applications for tall buildings. Tall buildings should generally be limited to sites in the Central Activity Zone, Opportunity Areas or Intensification Areas, where there is good access to public transport and make significant contribution to local regeneration. In addition, any proposed tall buildings should be of the highest architectural quality and have good ground floor activities that provide a positive relationship to the surrounding areas.

### 3.3.8 Other Relevant London Plan Policies

- Policy 2.3 - Growth Areas and Coordination Corridors
- Policy 2.6 - Outer London: Vision and Strategy
- Policy 2.8 - Outer London: Transport
- Policy 3.3 - Increasing Housing Supply
- Policy 3.4 - Optimising Housing Potential
- Policy 3.5 - Quality and Design of Housing Developments
- Policy 3.7 - Large Residential Developments
- Policy 3.8 - Housing Choice
- Policy 3.9 - Mixed and Balanced Communities
- Policy 3.11 - Affordable Housing Targets
- Policy 3.13 - Affordable Housing Thresholds
- Policy 3.15 - Co-ordination of Housing Development and Investment
- Policy 3.16 - Protection and Enhancement of Social Infrastructure
- Policy 4.3 - Mixed Use Development and Offices
- Policy 6.9 - Cycling
- Policy 6.10 - Walking
- Policy 6.11 - Smoothing Traffic Flow and Tackling Congestion
- Policy 7.3 - Designing Out Crime
- Policy 7.5 - Public Realm

## 3.4 **Draft London Plan 2017**

- 3.4.1 The Draft London Plan (DLP) published in December 2017 sets out new and amended policies that will guide future development in London up to 2041. Until the draft Plan is finalised, (anticipated to be 2019) the policies contained within it will be a material consideration.
- 3.4.2 As with previous Plans, the Mayor has set out new annual housing targets over a ten-year period. For Barnet, a new housing target of 31,340 has been set,

equating to 3,134 new homes per year over the Plan period (this represents a 33% increase). In addition, there is an emphasis on the delivery of 'genuinely' affordable housing and the Plan has set a strategic aim of 50% of all new homes to be affordable

- 3.4.3 To accommodate growth, the Plan encourages more efficient use of land and higher density living in appropriate and well-connected locations. **Policy GG2** (Making the Best Use of Land), actively promotes high density, mixed use places in Opportunity Areas, brownfield land and sites which are well connected by existing or planned Underground Stations. **Policy D6** on optimising housing density supports a design-led approach which focuses on a site's attributes, its surrounding context and capacity for growth and the most appropriate development form, which are determined by processes set out in **Policy D2** on delivering good design as well as the Mayor's main housing policies (**H1, H2 and H3**).

3.4.4 Opportunity Areas

Within the DLP, Opportunity Areas (OA) have been clustered into Strategic Growth Corridors. Colindale / Burnt Oak OA forms part of the High Speed 2 / Thameslink Growth Corridor/planned public transport improvements. **Policy SD1** (Opportunity Areas) states that in order for the growth and regeneration potential of Opportunity Areas to be fully realised, the Mayor will:

- Assist in delivering specific infrastructure requirements that unlock capacity for new homes;
- Support regeneration;
- Bring together a range of investment and intervention needed to deliver the ambition of an area;
- Support and implement adopted planning frameworks to give them appropriate material weight in planning decisions; and
- Ensure that agencies (including TfL) work together and with others to promote Opportunity Areas and identify those that require public investment and intervention to achieve their growth potential.

3.4.5 Affordable Housing

To deliver 43,500 affordable homes per year, as established in the Strategic Housing Market Assessment, **Policy H5** in the DLP sets out a strategic target for 50% of all new homes to be affordable. Public sector land is expected to deliver at least 50% across its portfolio. Under **Policy H6** a threshold approach to viability has been introduced. This means that schemes of 10 units or more or with combined floorspace of greater than 1,000 m<sup>2</sup> that meet or exceed the threshold without public subsidy are not required to submit viability information. The threshold level of affordable housing has initially been set at:

- a minimum of 35%
- 50 % for public sector land



3.4.6 The 35% affordable housing threshold will be reviewed in 2021, while the strategic target remains set at 50%. The DLP highlights that Boroughs may consider applying localised affordable housing thresholds (more than 35% 'where possible') in Opportunity Areas, to provide certainty and 'help prevent land price rises based on hope value'.

3.4.7 Design and Tall Buildings

In relation to tall buildings, **Policy D8** highlights that tall buildings will play a role in helping London accommodate expected growth and support legibility. To ensure that tall buildings are sustainably developed in appropriate locations and are of the required design quality, a comprehensive list of criteria needs to be considered. As part of this, boroughs are required to set out locations and acceptable heights for tall buildings, taking account of:

- their visual, functional environmental and cumulative impact;
- potential contribution to new homes, economic growth and regeneration;
- public transport connectivity and ensuring that the capacity of the area and its transport network is capable of accommodating the quantum of development in terms of access to facilities, services, walking and cycling networks and public transport networks.

3.4.8 Car and Cycle Parking

**Policy T6** on car parking states that it should be restricted in line with levels of existing and future transport connectivity. Car-free development should also be the starting point for all development proposals in place that are well connected by public transport, with developments elsewhere designed to provide the minimum necessary parking.

3.4.9 **Policy T6.1** sets maximum residential parking standards and indicates that all areas with a PTAL 5-6 should be car free. New residential development proposals delivering 10 or more units must as a minimum, ensure that there is at least one designated disabled parking bay per dwelling per 3% of dwellings is available. **Policy T5** supports minimum cycle standards for residential as 1 space per studio, 1.5 spaces per 1 bed unit and 2 spaces for all other dwellings. An additional space per 40 units should be provided for visitors.

3.4.10 Other Relevant Emerging London Plan Policies

- Policy D1 - London's Form and Characteristics
- Policy D2 - Delivering Good Design
- Policy D3 - Inclusive Design
- Policy D4 - Housing Quality and Standards
- Policy D6 - Optimising Housing Quality
- Policy D7 - Public Realm
- Policy D8 - Tall Buildings

- Policy H1 - Increasing Housing Supply
- Policy H10 - Redevelopment of Existing Housing and Estate Regeneration
- Policy S1 - Developing London's Social Infrastructure
- Policy T1 - Strategic Approach to Transport
- Policy T2 - Healthy Streets
- Policy T3 - Transport Capacity, Connectivity and Safeguarding
- Policy T5 - Cycling
- Policy T9 - Funding Transport Infrastructure through Planning

#### 3.4.11 Other London Plan material considerations include

- GLA - Town Centres SPG (2014)
- GLA – Accessible London SPG (2014)
- GLA - Housing SPG (2016)
- GLA - Affordable Housing and Viability SPG (2017)
- GLA - Culture and the Night Time Economy SPG (2017)

### 3.5 Mayor's Transport Strategy (2018)

- 3.5.1 This Strategy outlines some of the key transport challenges in London such as poor quality public transport and high volumes of cars on some roads.
- 3.5.2 The Strategy places an emphasis on reducing car dependency and encouraging an increased use of walking, cycling and public transport use. To help encourage this modal shift, the Strategy has adopted the Healthy Streets Approach, which aims to improve and enhance the overall street environment.
- 3.5.3 In outer London, it is highlighted that streets are often dominated with cars and that significant transport improvements will be required to reduce this dependency. It encourages a more integrated approach to planning transport and housing. Within Outer London, new or enhanced bus services will be introduced to reduce car dependency and support growth, particularly around Elizabeth line stations and in areas where housing growth is expected, including Colindale.
- 3.5.4 In addition, the strategy also focuses on delivering new homes and jobs on transport land and by 2020/21 aims to start on working on property development sites that will deliver 10,000 new homes.

### 3.6 Barnet Planning Policy

- 3.6.1 The main documents currently used to guide development in Barnet are the Local Plan Core Strategy and Development Management Policies documents

which were adopted in 2012. Together with the Colindale Area Action Plan (AAP) (2010) they form the local planning framework for the area.

3.6.2 The Core Strategy sets out how Barnet will grow and change over the period to 2026. It provides a long-term vision for the area and includes spatial strategies and policies to deliver the vision through sustainable development.

3.6.3 The Local Plan is currently under review and a new Plan, supported by an updated evidence base, looks forward to 2036. It will integrate relevant policies and site proposals to align with the London Plan, as well as be consistent with national planning reforms.

3.6.4 The timetable for the new replacement Local Plan is:

- Evidence Gathering and pre-preparation stage (Summer 2017 – Winter 2018)
- Reg 18: Preparation of Local Plan and Consultation (Spring 2019)
- Reg 19: Publication of Local Plan and Consultation (Summer 2019)
- Reg 22: Submission (Winter 2019)
- Reg 24: Examination in public (Spring 2020)
- Reg 26: Adoption (Winter 2020)

### **3.7 Local Plan Core Strategy and Development Management Policies (2012)**

#### **3.7.1 Planning for Growth**

**Policy CS1** – 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 to be delivered over the 15-year Plan period of 2011/12 to 2025/26. Colindale is promoted as a regeneration area for which an Area Action Plan (AAP) was adopted in 2010.

3.7.2 Significant growth is identified for Colindale. It is expected to make the single largest housing and affordable housing contribution to the borough over the next 10-15 years and one of the biggest in North London. **Policy CS3** addresses the distribution of housing growth (in terms of the target of 28,000 new homes) to meet housing aspirations. It highlights the contribution of Colindale as one of three regeneration and development areas delivering 16,000 new homes by 2025/26 with support of an appropriate level of transport provision.

#### **3.7.3 New Homes and Affordable Housing**

**Policy CS4** 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’.

3.7.4 **Policies DM07, DM08, DM09 and DM10** amplify Policy CS4 and ensure the protection of 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 the elderly population and those needing affordable housing.

3.7.5 Colindale AAP **Policy 7.2** seeks a 50% affordable housing target, in order to allow the Council to negotiate the maximum reasonable amount of affordable housing subject to viability.

3.7.6 Design and Tall Buildings

**Policy CS5** 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 structures defined as 8 storeys (or 26 metres) or more in height may be appropriate in strategic locations, including Colindale Avenue. **Policy DM05** lists the requirements that tall building developments in strategic locations should demonstrate.

3.7.7 Colindale AAP **Policy 5.3** highlights that the height of new buildings in Colindale will take account of accessibility to public transport, shops and services and the height of existing buildings in the vicinity of the proposal site. Taller buildings (in excess of 6 storeys) will only be located in the most sustainable locations which benefit from good access to public transport facilities and shops and services. The AAP highlights that the area immediately around Colindale Station as the most sustainable location within the Colindale Regeneration Area but that any such type of development will be of excellent design quality and will act as a positive landmark and help aid legibility and orientation.

3.7.8 **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 that development makes a positive contribution to the Borough.

### 3.7.9 Providing Safe, Effective and Efficient Travel

**Policy CS9** 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. 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.

### 3.7.10 Car Parking

The policy approach to car parking provision is one that accepts the need for management and restraint but to apply it carefully and appropriately where needed. Colindale Avenue is covered by a Controlled Parking Zone. This is a system of parking bays and parking permits that prioritises parking for local residents, businesses and their visitors and customers. It deters the parking of non-resident and commuters in locations dedicated to permit holders, making it easier for residents to park near their homes, and access to businesses to be maintained. **Policy DM17** deals with travel impacts and car parking standards. It expects development, where appropriate, to improve cycle and pedestrian facilities by providing on-site and/or funding improvements off site.

3.7.11 In respect of parking standards, **Policy DM17** states that residential development may be acceptable with limited or no parking within a CPZ and goes on to state that where there is insufficient on-street parking capacity, applicants 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.

### 3.7.12 Community Safety and Facilities

Well planned, mixed use areas, good quality public realm, carefully designed buildings, open spaces and neighbourhoods can 'design out' crime and help to reduce the fear of crime. The Local Plan highlights that we will ensure that any new transport interchanges are designed to help address personal safety and reflect Secured by Design principles. **Policy CS6 – Making Barnet a Safer Place**, states that we will encourage appropriate security and community safety

measures in buildings, spaces and the transport system. This is supported by **DM2 – Development Standards**, which requires developers to demonstrate compliance with ‘Secured by Design’.

**3.7.13 Policy CS10** 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 regeneration areas.’

#### **3.7.14 Other Relevant Local Plan Policies**

- Policy CS7 - Enhancing and Protecting Barnet’s Open Spaces
- Policy CS8 - Promoting a Strong and Prosperous Barnet
- Policy CS9 - Providing Safe, Effective and Efficient Travel
- Policy CS13 - Ensuring the Efficient Use of Natural Resources
- Policy DM13 - Community and Education Uses
- Policy DM14 - New and Existing Employment Space
- Policy DM18 - Telecommunications

### **3.8 Colindale Area Action Plan (2010)**

**3.8.1** The London Plan (2008) identified Colindale as an Opportunity Area with a minimum target of 10,000 new homes and 500 new jobs to be delivered between 2001 and 2026. The London Plan (July 2011) identified the wider Colindale / Burnt Oak Opportunity Area comprising 262 hectares of land in Barnet and Brent as having capacity for a minimum of 2,000 jobs and a minimum housing target of 12,500 new homes between 2011 and 2031.

**3.8.2** The planning framework for Colindale is set out in the Area Action Plan (AAP) adopted in March 2010. The AAP sets a target of 9,800 new homes by 2021 and a minimum of 1,000 jobs. In addition, the AAP also aims to improve connectivity and movement throughout the area, where the use of public transport, walking and cycling are encouraged. This document was prepared in the full light of Barnet’s place shaping and corporate regeneration strategy, the ‘Three Strands Approach’. With the London Plan providing the regional spatial strategy for both the AAP and the Core Strategy, both have been prepared within the same strategic and corporate policy context to ensure conformity and consistency.

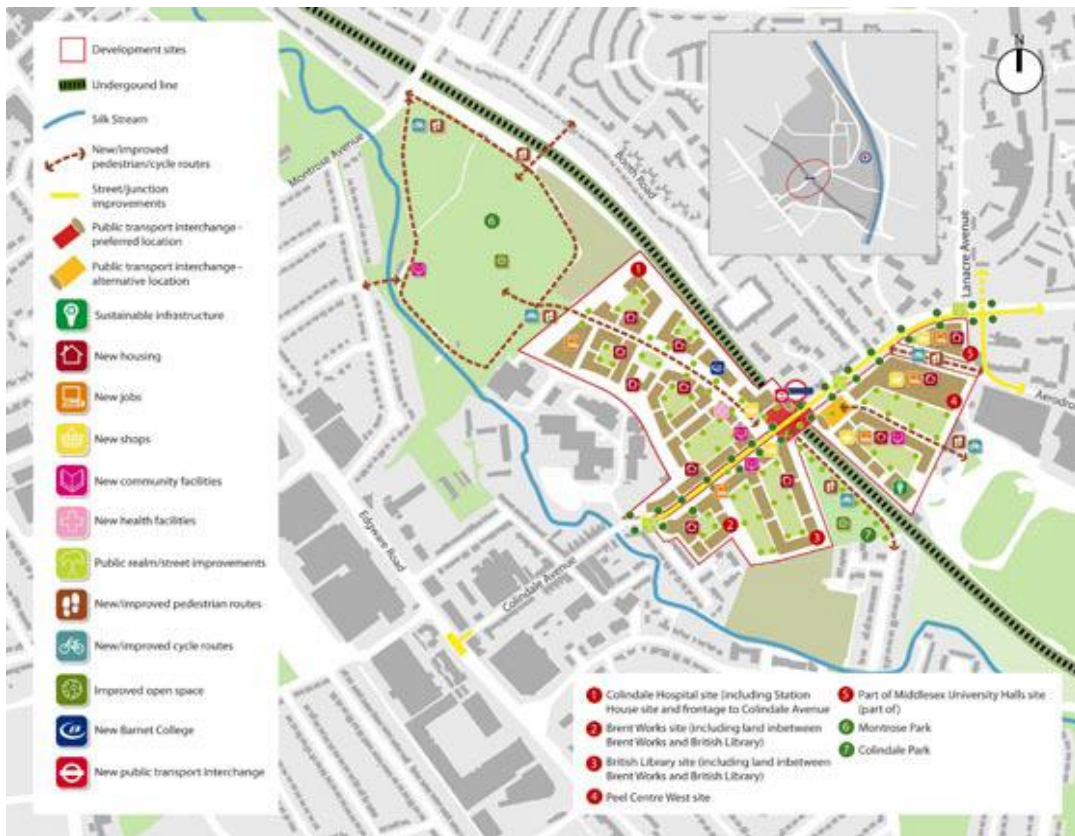
**3.8.3** The AAP’s vision (see Figure 5) is that Colindale will, by 2021, be a vibrant successful and diverse neighbourhood where people will want to live, work and visit. It will accommodate high quality, sustainable developments within four ‘Corridors of Change’ and a new neighbourhood centre. Colindale will become a successful suburb in North London, providing existing and new communities with high quality local services, improved transport and access to enhanced green

space and leisure facilities.



Figure 5: AAP Vision Design

3.8.4 As a Corridor of Change (see Figure 6), Colindale Avenue is set to provide the vibrant heart and gateway of Colindale as a sustainable mixed-use neighbourhood centre, anchored by a new public transport interchange with pedestrian piazzas. This Corridor will provide a new convenience food store of up to 2,500m<sup>2</sup> in the neighbourhood centre. It will also include a new location for Barnet College, support for relocation of Middlesex University's student accommodation and support for provision of a new primary healthcare facility. The quality of, and access to Montrose Park will be improved, as will the environment of the Silk Stream.



**Figure 6: Colindale Avenue Corridor for Change**

3.8.5 The SPD site is located in the heart of the Corridor of Change, forming part of the new neighbourhood centre and associated public transport interchange.

3.8.6 Progress on the implementation of the Colindale AAP is set out in **Barnet's Authorities Monitoring Report**

### **3.9 Barnet Supplementary Planning Documents**

3.9.1 The following Barnet SPDs are of particular relevance to Colindale:

- 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 SPD (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 (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.

### 3.10 Key Policy Issues for the SPD

3.10.1 Colindale is one of the Borough's most significant growth locations where future proposals are guided by a suite of documents including the Colindale AAP adopted in 2010. The regeneration opportunities for land in the Colindale Avenue Corridor of Change have been well established through the AAP and the Local Plan Core Strategy adopted in 2012. The key policy considerations to be highlighted in this SPD focus on:

- **Sustainable regeneration** – the AAP highlights that the area immediately around Colindale Station is most sustainable location in Colindale. This creates opportunities for commercial investment that is appropriate to the area as part of the residential-led, mixed-use development of Colindale Avenue.

- **Public transport interchange** – the APP identifies the need for a new public transport interchange. Delivery of an upgraded Underground Station will in part address this proposal. In terms of wider public transport improvements, the SPD will need to identify opportunities in the wider Colindale Avenue area.
- **Affordable Housing** – the land covered by the SPD includes property owned by Transport for London and private parties. The Mayor’s approach is to support a minimum of 35% affordable housing on private land and 50% on public sector land such as TfL. In accordance with the AAP, the Council’s approach for Colindale is to seek 50% of all new homes to be affordable. The SPD therefore seeks 50% affordable housing across the SPD site area.
- **Tall Buildings** – the location supports tall buildings of 8 storeys or more. The AAP highlights Colindale Avenue as the most sustainable location within the Colindale Regeneration Area but any such type of development will be required to be of excellent design quality and act as a positive landmark which helps to aid legibility and orientation. Given the location of the SPD area in the heart of the neighbourhood centre and forming part of a new public transport connection, tall buildings at this location would be sited in the most sustainable position and provide a way-marker to the centre of Colindale.
- **Car and Cycle Parking** – the SPD area is within the Colindale Controlled Parking Zone. Given the high PTAL (5) there is policy support for car-free development. The London Plan sets out requirements on cycle parking. Appropriate parking for disabled people should always be provided.
- **Community Safety** – with provision of new public realm and projected increases in use of the Station, proposals should meet Secured by Design principles
- **Barnet Community Infrastructure Levy** — For new development above 100 sqm (gross internal floorspace) the charging rates subject to indexation are:
  - £135 per sqm for residential uses (C1-C4 and HMOs excluding ancillary car parking)
  - £135 per sqm for Retail Uses within A1-A5 Use class
  - £35 per sqm for all uses (excluding education and health care)

3.10.2 In addition, all development other than for health and education purposes is subject to the Mayoral CIL. The Mayoral CIL is £35 a square metre plus indexation for planning permissions granted before 1<sup>st</sup> April 2019. After 1<sup>st</sup> April 2019 the Mayoral CIL charge will increase to £60 a square metre. The charge will then be known as MCIL 2 and will contribute towards the funding of Crossrail 2.

## Chapter 4 – Development Approach for the SPD Site

### 4.1 Introduction

4.1.1 Colindale has undergone significant change over the past century, with the area transitioning from a mixed-use, low-density traditional suburban area, to modern, high-density flatted living. However, as many of the new developments are still under construction there is no overall cohesive identity to Colindale. The Scoping Report, which helped to inform the preparation of this SPD includes a detailed character appraisal for Colindale and noted that:

- The existing tube station is a single storey box, with no aesthetic quality, fronting onto Colindale Avenue.
- Pedestrian access in/out of the building is restricted by the narrow footway over the bridge.
- The station does not currently provide step-free access.
- The piazza immediately adjoining the station is not particularly welcoming, due to the blank façade of the station which fronts onto it and the security detailing along the rail-track boundary wall.

4.1.2 The quality of the current Underground Station and adjoining public realm detracts from the new development taking place in the surrounding area and does not have adequate capacity for the numbers of passengers now using the facility. Replacement of the current Underground Station offers an opportunity to deliver a key aim of the Area Action Plan to provide an integrated public transport interchange at this location.

4.1.3 In delivering a public transport interchange, a range of wider opportunities, which have been taken into account in formulating design proposals for the SPD area, including:

- Redevelopment of the SPD site (including the existing Underground Station, embankment to the north-east of the station, land above the rail-tracks, the existing station car park, 167-173 Colindale Avenue and Agar House (Flats 1-6)), to knit together all the individual Colindale schemes into a cohesive community.
- Redevelopment of the existing Underground Station to improve the relationship of the station to the piazza to the west (Site A).
- Repositioning of the station to allow for improved pedestrian access into/out of the station, including step-free access within the station (Site B).
- Redevelopment of the existing car-park within the overall station development to improve aesthetic quality (Site C).
- Potential replacement of properties at Nos. 167 to 173 Colindale Avenue and Agar House (1-6), Colindale Avenue with new residential-led, mixed-use development comprising commercial at ground floor and residential use

above, set back from the current boundary-line to allow for pavement widening (Site D).

- Provision of disabled car-parking on land adjacent to the rail tracks (Site E).

4.1.4 To deliver these development opportunities, the SPD site comprises five separate parcels of land, as shown in Figure 7.

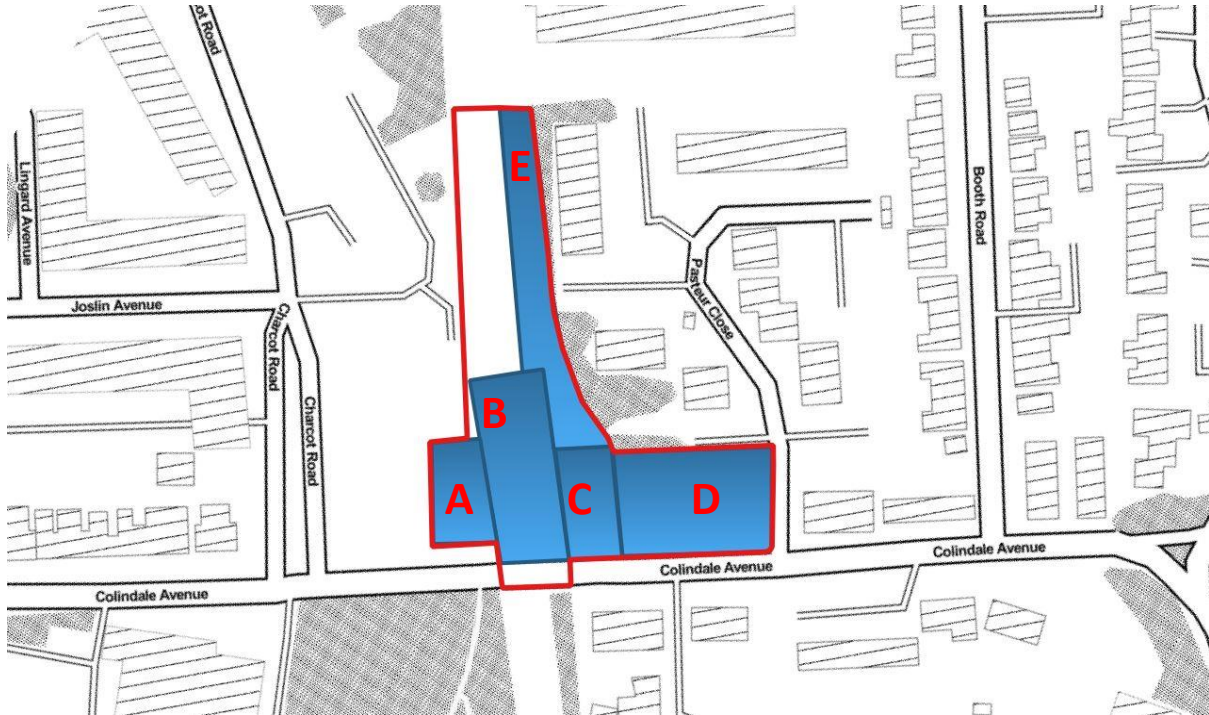


Figure 7: Development parcels

4.1.5 Redevelopment of these parcels of land should seek to deliver benefits for the wider area, including:

- Redevelopment to knit together all the individual Colindale schemes into a cohesive community.
- Repositioning of the station to allow for improved pedestrian access into/out of the station.
- Improved pedestrian access to new commercial centre (current Peel Centre planning application) and Montrose Park.
- Delivery of step free access within the new Station.
- Footway widening along this part of Colindale Avenue.
- Bridge widening to reduce the pinch-point effect.
- Possible introduction of cycle-ways.
- New bus stopping area.

- Redevelopment of existing station to provide aspect onto the piazza to the west.
  - Redevelopment of the car-park within the overall station development to improve the aesthetic quality.
  - Potential replacement of properties at Nos. 167 to 175 Colindale Avenue with new mixed-use development with commercial at ground floor and residential above, set back from the current boundary-line to allow for pavement widening.
- 4.1.6 As outlined below general development principles for a new public transport interchange are outlined. Design principles common to all parts of the SPD site are set out in the SPD, with additional guidance specific to Sites A-E are then provided along with guidance for Colindale Avenue public realm and which should be incorporated into detailed schemes prepared for Sites A-D. This section concludes with a summary of planning application requirements.

## **4.2 Colindale Public Transport Interchange**

- 4.2.1 Redevelopment of the tube station, and in accordance with the Colindale Area Action Plan (2010), allows an opportunity for an integrated public transport interchange to be delivered. This comprises two elements – trains and buses, to create a multi-modal interchange between one mode of transport to another.
- 4.2.2 The new underground station should be fully accessible to all passengers, providing ease of access into/out of the station along with step-free facilities. From the station, directional signage should be in place to local bus stops, bus routes and taxi waiting points. Similarly, local bus stops, should provide directional information to the underground station.
- 4.2.3 New bus stopping facilities should be provided on Colindale Avenue within the SPD site – one travelling in an eastwards direction and the other in a westwards direction. These bus-stops should be clearly marked out, with kerbs to allow for ease of access for passengers with mobility difficulties. Waiting will not be allowed at these two new bus stops. If bus-waiting is required, provision should be made on Charcot Road.
- 4.2.5 Disabled parking provision, currently provided in the station car-park (Site C), should be re-provided on the new car park located on Site E. Access from the car park to the underground station and local bus stops should be well lit and easily navigable.
- 4.2.6 The Council will work with TfL in the current London-wide review of bus routes to ensure that Colindale is well served by bus (particularly orbital travel) to meet the needs of this growing resident and working population based in the area.

- 4.2.7 Taxi and drop-off facilities for the underground station should be provided on Charcot Road.

### **4.3 Common Design Principles**

#### **4.3.1 Built Form and Height**

Given the prevailing pattern of established and recently completed development in Colindale, redevelopment of the SPD site is key to unifying the individual developments which have been completed in the surrounding area to provide overall cohesion in terms of built form and height.

- 4.3.2 The overall design approach for the SPD site, as informed by the accompanying Design Concept Report, is to deliver a form of development which will mark the area as the centre of Colindale, incorporating a new Underground Station and direct access into the new neighbourhood centre. Within the SPD site, there is expected to be one building which will be the highest in Colindale, setting a height strategy for the surrounding area, with all other new proposed buildings, dropping down in height from this high-point (see Figure 8). This will provide a co-ordinated approach (retrospectively) to the range of building heights which have been allowed in the surrounding area.

- 4.3.3 Also, the built form is expected to be dense, recognising that the SPD site forms the centre of Colindale. Higher densities in this central location with less dense development in the surrounding area sets a pattern of development similar to established areas and starts to unite Colindale into a cohesive form.



**Figure 8: Indicative massing approach**

#### 4.3.4 Local Integration

To support the new neighbourhood centre being created within the Peel Centre, development on the SPD site should seek to 'complete' the commercial heart of Colindale. New retail and leisure space as well as a publicly accessible environment, will enhance quality of life, the local economy and complement the existing efforts of regeneration (see Figure 9).



**Figure 9: Emerging Local context**

#### 4.3.5 Material and Façade Variation

The development should incorporate a varied palette of materials across Sites A-D. It is suggested that brick should be the dominant façade material (unless an appropriate alternative can be identified) as it is common to the majority of development in Colindale. Brick size, colouring and construction technique is important to distinguish between the different elements of the SPD site as well as complement buildings in the surrounding area. Choice of materials and finish will therefore form an important element of any planning application and will be agreed with the Council's Urban Design Office prior to implementation of any scheme. Different materials and fenestration techniques should be utilised to achieve variation (see Figure 10).





**Figure 10: Indicative material palette**

#### 4.3.6 Active Retail Frontages

Retail frontages should be visible along pedestrian routes and easy to navigate to (see Figure 11). Active frontages should be included at ground floor level and shop-fronts should be glazed with clear entry points. Signage should not be illuminated and roller shutters will not be permitted. The Council will resist commercial development if it is considered inappropriate to the area.



**Figure 11: Retail frontage**



#### 4.3.7 Car / Cycle Parking and Servicing

Dedicated car parking for disabled users should be provided in accordance with London Plan standards for both the Underground Station and surrounding new commercial/residential development.

4.3.8 Cycle parking should be provided in accordance with London Plan standards for both the Underground Station and surrounding new commercial/residential development. Cycle facilities should be of a standard to meet 'London Cycle Design Standards'.

4.3.9 Given the location of the SPD area immediately adjacent to a public transport facility, dedicated car parking provision for the new Underground Station and surrounding new commercial/residential development will not be required. Residents of any new development at this location will not be allowed to apply for permits to park in the Colindale Car-Parking Zone.

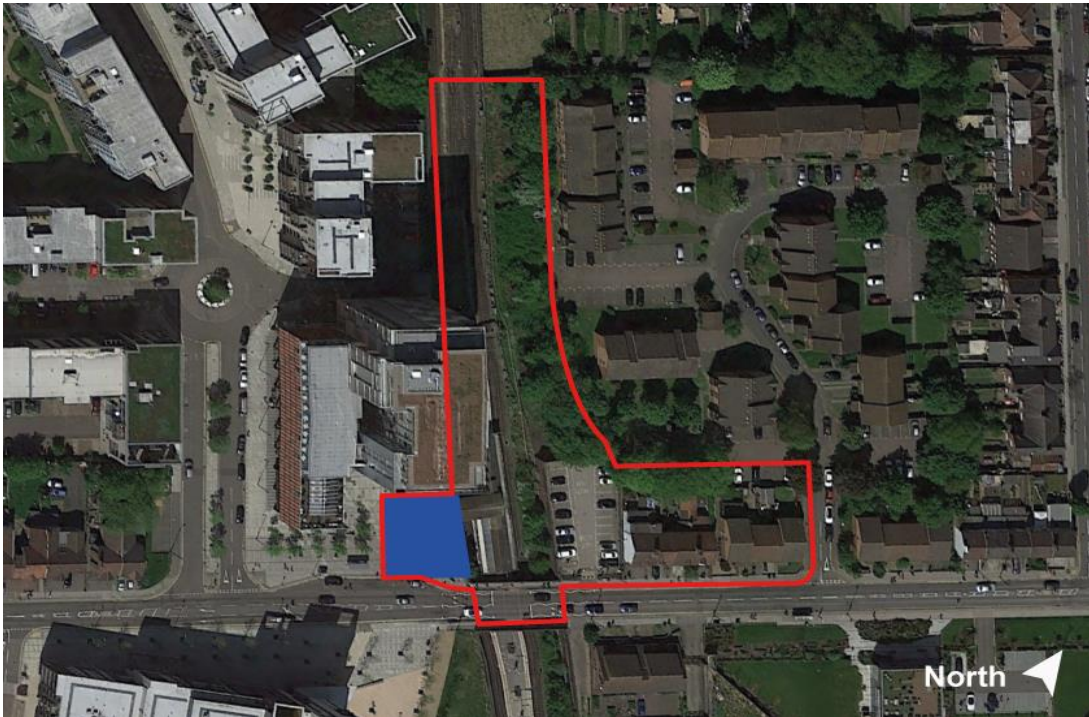
4.3.10 Proposals for development will need to adequately demonstrate arrangements for station drop-off; servicing and refuse collection; and short-stay provision for delivery vehicles.

#### 4.3.11 Affordable Housing

Affordable housing should be provided in line with the Draft London Plan and the Colindale Area Action plan and seek to provide 50% across the site.

### **4.4 Site A – Site of Existing Station**

4.4.1 Within the SPD site, Site A comprises the area currently occupied by the existing Underground Station (see Figure 12).

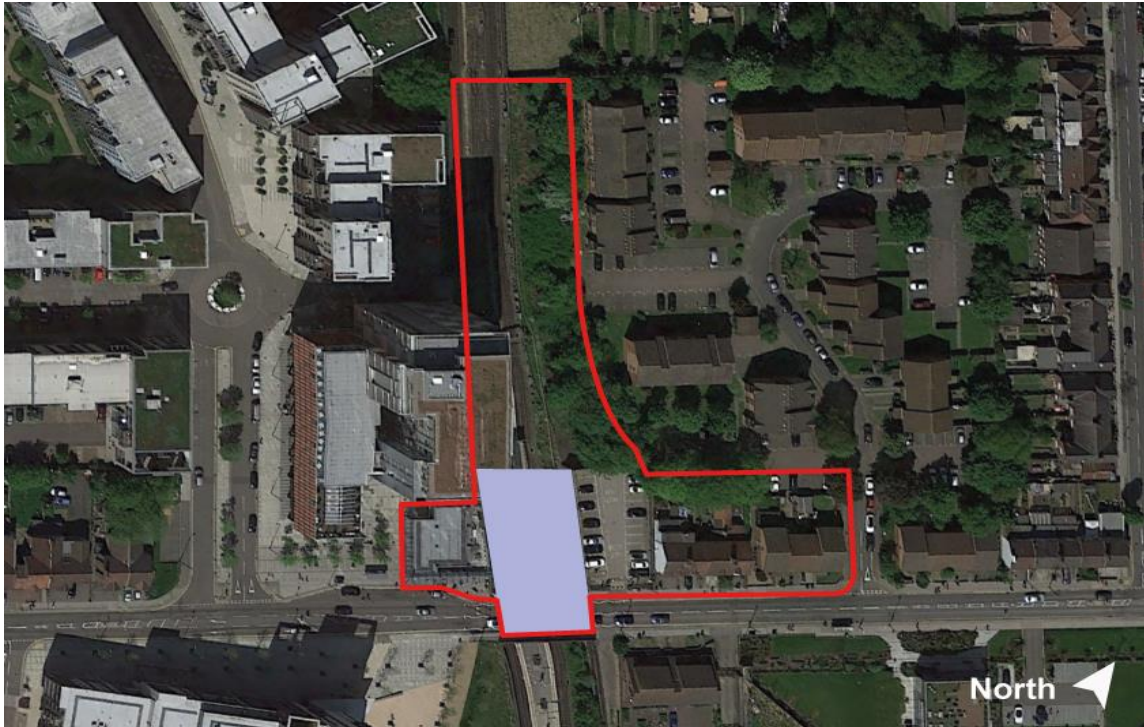


**Figure 12: Site A**

- 4.4.2 To act as a way-marker for the new station, the existing single-storey building should be replaced by a new residential building between 20 and 28 storeys in height. This building will set the height strategy for Colindale, and be the highest building in the area with all other buildings to complement the buildings already positioned around the piazza to the west of the station. A commercial-use should be provided at ground-floor with open aspect onto the piazza. The new building should be set-back a minimum of 4 metres from the roadway (and any new dedicated cycle-lane), to allow for a widened footway and thereby not restrict passengers entering/exiting the station via a new station plaza on adjoining Site B. There should also be enough space to allow for active frontages.
- 4.4.3 As a new land-mark building for Colindale, this building should incorporate high-quality materials and be executed to the highest standard.

## **4.5 Site B – Over Rail Tracks**

- 4.5.1 Within the SPD site, Site B comprises the area above the rail-tracks, currently free of any form of development (see Figure 13).



**Figure 13: Site B**

- 4.5.2 A new upgraded station should be provided on a deck at street level over the rail-tracks, allowing for the existing bridge-parapet to be removed and the new station set-back from the current building-line. A widened pavement would have the benefit of relieving pressure on the current bridge footway, thereby enhancing pedestrian movement through the area. A pedestrian crossing should be appropriately sited close to the station entrance/exit to allow passengers, safe and direct access to the new neighbourhood centre and Montrose Park.
- 4.5.3 The new Underground Station should be built to a high architectural standard and incorporate detailing to reflect the historical context of Colindale (see Figure 14). Integrated step-free access should be provided within the station, delivering a key aim of the scheme.



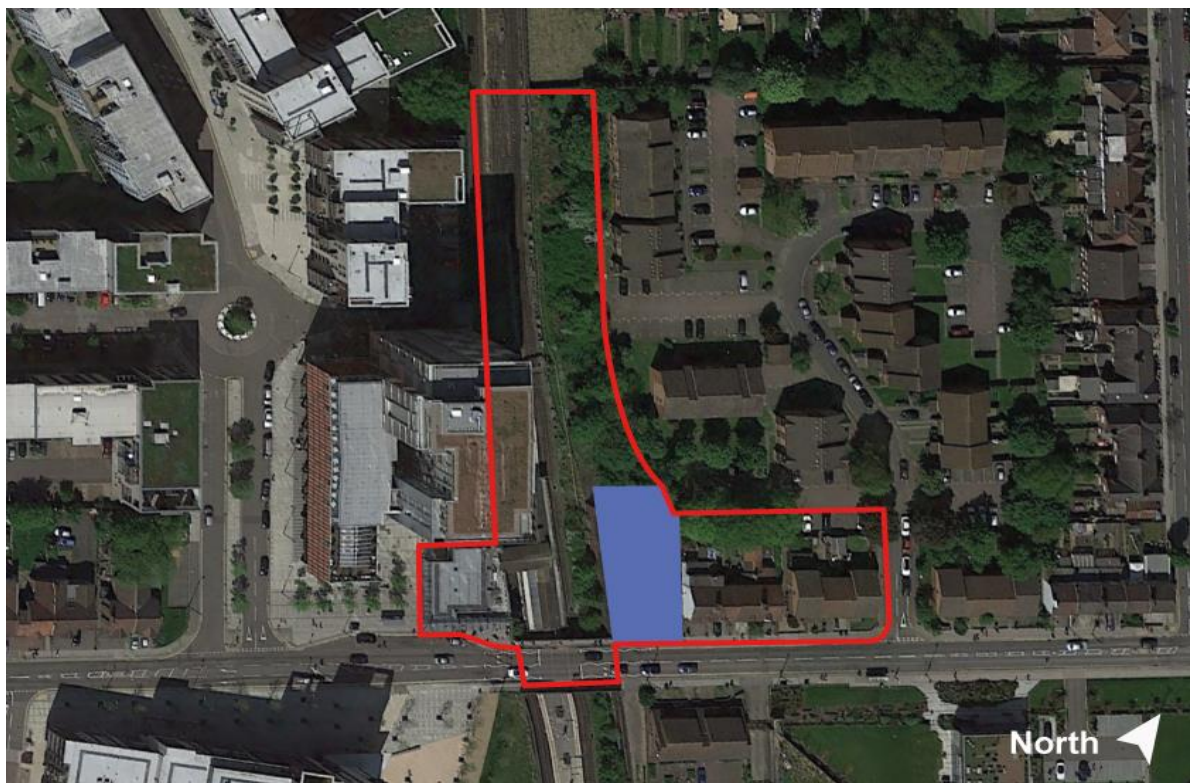
**Figure 14: Art in Charing Cross Station**



- 4.5.4 Facilities for bus stopping areas should be included in close proximity to the station and be suitably located so as not to impede pedestrian movement.
- 4.5.5 Opportunities for residential development over the new station should be explored, with potential for a new building between 20 and 25 storeys in height. This would complement the new proposed buildings on Sites A and C.

#### **4.6 Site C – Site of Existing Car-Park**

- 4.6.1 Within the SPD site, Site C comprises the area currently occupied by the station pay and display car-park (see Figure 15).



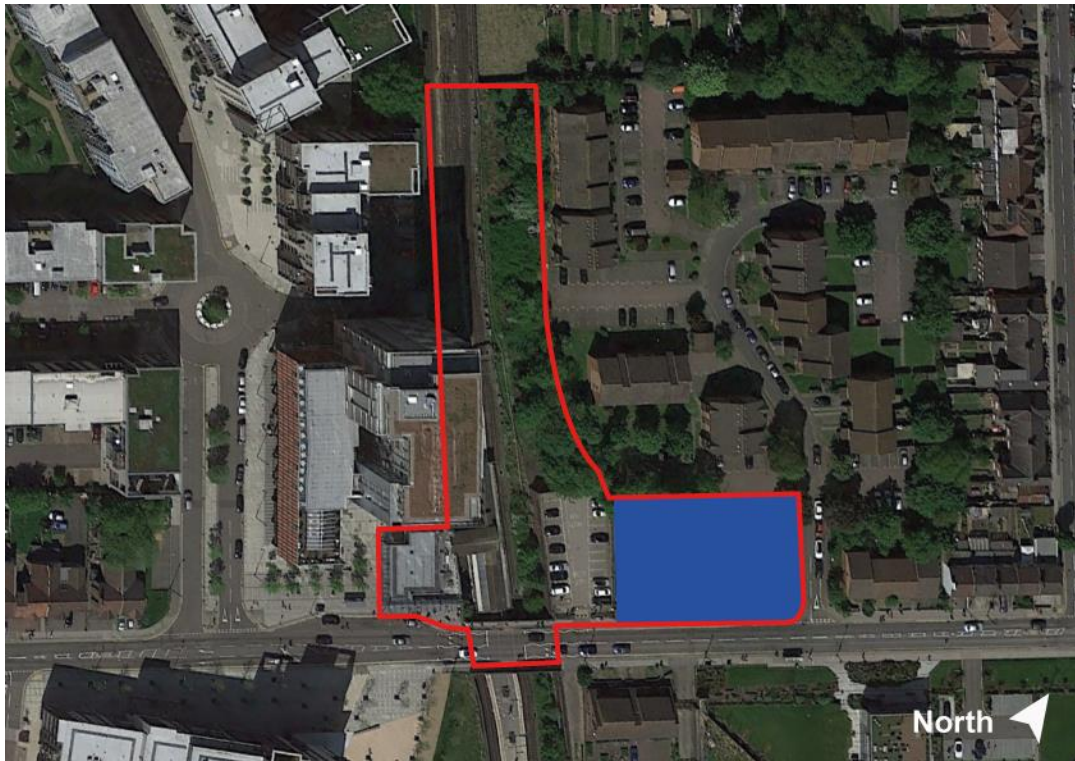
**Figure 15: Site C**

- 4.6.2 This part of the site should provide an active frontage along the northern side of Colindale Avenue with commercial uses at ground floor level and residential above. The new structure should be between 16 and 20 storeys in height to complement the height and scale of adjoining development.
- 4.6.3 The building should follow the building-line established by Block B on the Peel Centre to contribute to and enhance the sense of place being created in the Peel Centre square and be set back at least 4 metres from the roadway (and any new

dedicated cycle-lane), plus space needed to create an active frontage. The footway should be widened to allow ease of access to/from the station.

#### **4.7 Site D – 167-173 Colindale Avenue and Agar House**

- 4.7.1 Within the SPD site, Site D comprises the area currently occupied 167-173 Colindale Avenue and Agar House (see Figure 16).



**Figure 16: Site D**

- 4.7.2 Nos 167 to 173 Colindale Avenue and Units 1-6 Agar House, Colindale Avenue, could accommodate a widened public realm and be set back to provide a legible edge to the public routes. Any new building should be no more than 8 storeys in height to complement the proposed new development on the opposite side of Colindale Avenue (Peel Centre). The building should be sited so as to ensure that the height does not negatively impact on light to properties in Pasteur Close. If necessary, the building will need to be reduced in height to ensure Pasteur Close properties are not impacted.
- 4.7.3 The public realm should be widened to at least 4metres from the roadway (and any new dedicated cycle-lane) to comfortably accommodate an increased number of pedestrians in the area.



## 4.8 Site E – Railway Embankment to North East of Station

4.8.1 Within the SPD site, Site E comprises the railway embankment to the north east of the Station (see Figure 17).

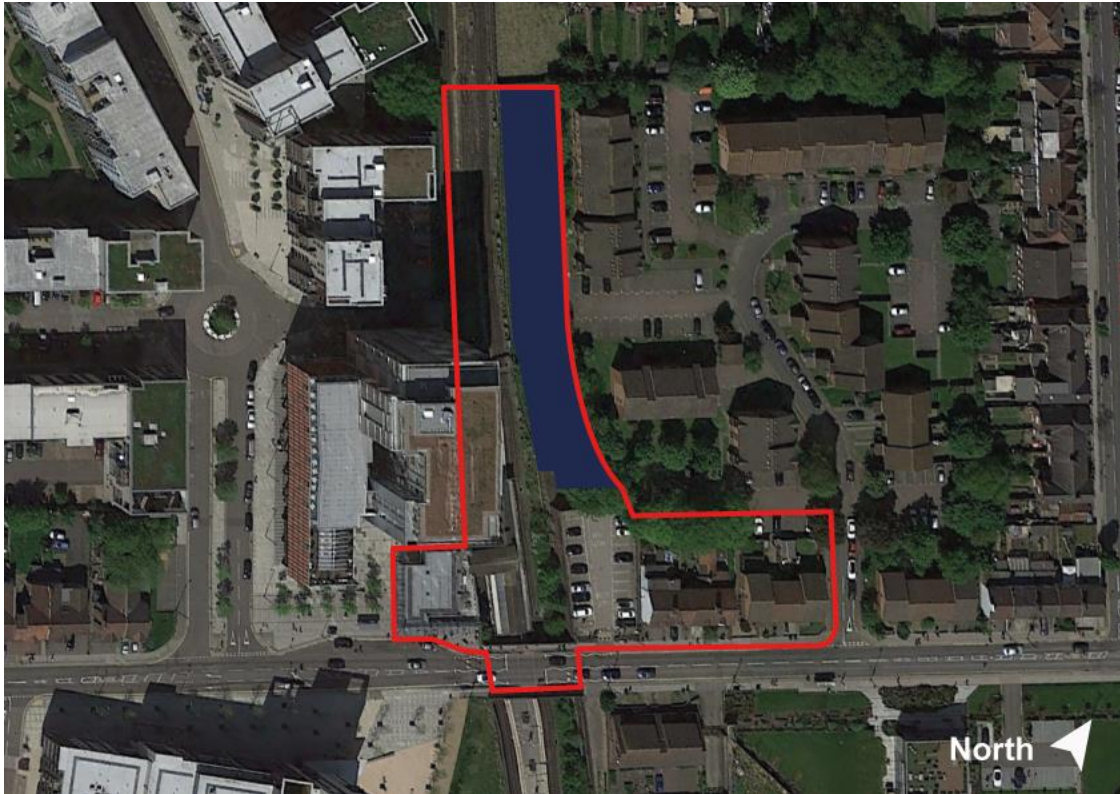


Figure 17: Site E

4.8.2 This part of the site should accommodate dedicated disabled car parking for residents of the new development as well as tube passengers with disabled car parking needs. Pedestrian access to the Underground Station should be well-lit and provide a pleasant and safe environment.

## 4.9 Colindale Avenue Public Realm

4.9.1 Colindale Avenue forms the central spine through Colindale. The public realm is currently of poor quality and it is essential that any new development positively contributes towards enhancing the route for pedestrians and road-users. New development will be expected to contribute towards the delivery of:

- Footway widening along this part of Colindale Avenue to allow for 4 metre footway width.
- Bridge widening to reduce the pinch-point effect – to be achieved through positioning the new station over the rail tracks and removing the existing parapet wall on the northern side of the bridge.

- Consider the construction of an additional footbridge situated to the south of the existing southern parapet wall. This would allow for the current footway to provide a cycle route and divert all pedestrians away from the road.
- Introduction of cycle ways.
- New bus stopping area in location that does not impede pedestrian movement.
- Redevelopment of the existing station to provide a visual and functional connection to the piazza outside the western boundary of the SPD site.
- Improved pedestrian access to the new neighbourhood centre and Montrose Park.
- Soft landscaping appropriate to the street, which will establish a form of landscaping for the rest of Colindale.
- Street furniture of an appropriately high standard (see Figure 18).



**Figure 18: Paving examples**

4.9.2 Public realm improvements should be achieved through the use of a palette 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 (see Figure 19).



**Figure 19: Successful public realm**

- 4.9.3 These proposals should be delivered through the Colindale Avenue Working Group (comprising key stakeholders from Barnet and the local development community) to deliver this project.

#### **4.10 Planning Application Requirements**

- 4.10.1 The information submitted with any planning application should be in accordance with the Council's local requirements for the validation of the planning application. These requirements can be viewed on the Council's web-site.
- 4.10.2 In addition, future planning submissions will need to demonstrate the relationship of the new proposed scheme within the context of form, use and building heights already allowed in the wider area. The planning submission will also be expected to be accompanied by full wind and microclimate assessments, including wind tunnels to demonstrate that the proposal will not adversely affect existing levels of comfort in the public realm or in proposed private and communal amenity areas, in line with Policy DM05 of the Development Management Policies (2012) and the adopted Sustainable Design and Construction SPD (2016).
- 4.10.3 Any planning consent will include conditions to ensure that construction does not disrupt either pedestrian or vehicle movement along Colindale Avenue. The Council will also expect that if Tube Station closures are required during construction, this will be kept to a minimum period and suitable alternative means of public transport provided.
- 4.10.4 If it cannot be demonstrated in the planning application that the site can comfortably accommodate the form, use and heights proposed and meet the Council's other policy requirements within the extent of the application site, the applicant will be expected to reduce the extent of development.



## Chapter 5 – Delivery and Implementation

### 5.1 Delivery Strategy

- 5.1.1 It is recognised that this is a relatively small site with an intense form of development proposed. A preliminary phasing strategy is proposed, however, this may need to be reviewed throughout construction to ensure no adverse impact to pedestrian and vehicle movement on Colindale Avenue. Land assembly will also need to take place to allow development to take place.
- 5.1.2 The Council requires a coordinated and comprehensive approach is taken to the redevelopment of the station and associated works. In addition, developers will be expected to work collaboratively with the Council to maximise the development potential and regeneration outcomes.
- 5.1.3 A coordinated and comprehensive approach will ensure:
- The appropriate quantum and right mix of development will be delivered
  - Development that is delivered in an appropriate manner and with a realistic timescale
  - The necessary infrastructure is in place
  - High quality public realm improvements throughout the SPD site
  - There is a coordinated approach to funding infrastructure needs
- 5.1.4 The Council's approach to delivery strategy and its implementation is as follows:

#### **Preliminary Phasing Strategy**

##### **Phase 1 – Development of New Ticket Hall (Sites B)**

On current projections, construction works to build the new ticket hall over the existing platforms and tracks are planned to commence in 2021. The total duration is estimated at approximately 12 months and will include a period of closure. The existing car park to the east of the tracks will be used as the principal compound for the site establishment. The existing ticket hall will be retained in use for as long as possible whilst construction of the new deck and ticket hall takes place. Some closure of the station will be necessary but this will be minimised as far as possible. Public realm enhancements associated with the station will be provided in the first phase.

##### **Phase 2 – Development of Sites A and C**

On completion of the new station, the existing ticket hall will be demolished and the site to the west (Site A) made available for residential development. The car park (Site C) will also remain vacant and it is proposed that this will again be used as a site compound during construction of the west block.

**Phase 3 – Development of Sites C and D**

Construction of the central residential block is on the existing car park (Site C) and part of the adjacent land not currently in TfL ownership. To facilitate construction, it is proposed that the site compound will move to the embankment area (Site E) to the north east of the station.

**Phase 4 – Development of Site E**

The eastern block (Site D) will be constructed last with the site compound principally remaining on the embankment area to the north east of the station.

**5.2 Planning and Phasing**

- 5.2.1 The SPD outlines the Council's policies and provides a spatial framework for stakeholders, including landowners and developers to positively respond to. Development proposals that come forward will be required to meet these policy requirements and obligations. Future applicants are advised to consult with the Council as early as possible to ensure that the form and nature of planning applications will facilitate and not prejudice the comprehensive development approach. All planning applications will be considered against the adopted Local Plan and any other relevant material considerations, including this SPD once adopted.
- 5.2.2 Planning applications will be required to meet all national and Barnet specific requirements.
- 5.2.3 The Council anticipates that development will come forward in the form of a single planning application which will be determined by the Council in 2019. The approach to delivering the station and adjacent station development is based on the principle that the station redevelopment will be delivered first to meet TfL targets for provision of step free access and to utilise available S106 funds within the stipulated timescale. The adjacent residential development will follow after completion of the station. It is expected that construction of the new station will start in 2020, with completion expected in 2022. Subject to no unforeseen delays, development on Site A will start in 2021 with the remainder of the scheme following thereafter.
- 5.2.4 Further work by TfL is underway to determine the optimum method for delivering the station which strikes a balance between cost effective delivery and minimising disruption to services. The preliminary phasing strategy is based on these ongoing studies.
- 5.2.5 The site is constrained with restrictions imposed by working adjacent to the railway and has limited space available for site compounds. It is therefore assumed that construction of the scheme will have to be phased to allow

sufficient space for site compounds for each block.

- 5.2.6 The Council will work proactively with developers and landowners throughout the development process, as well as other stakeholders within the SPD area.
- 5.2.7 The construction process is likely to give rise to disruption at the local level due to noise, dust and traffic effects. The Council encourages construction and development partners to utilise the Considerate Constructors Scheme which monitors contractors against construction appearance, community, environment, safety and workforce.

### **5.3 Land Ownership, Site Assembly and Compulsory Purchase**

- 5.3.1 Land and property within the SPD area is mixed between privately owned land and land owned by TfL. Housing along Colindale Avenue is predominantly privately owned
- 5.3.2 Given the range of ownership within the SPD area, land assembly will be required. The Council anticipates that this process will be carried out via negotiations and private treaty where practical. In cases 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. 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. The Council will also need to be satisfied that any CPO scheme proposals would be viable, fundable and deliverable.

### **5.4 Infrastructure and funding**

- 5.4.1 The SPD requires appropriate infrastructure to come forward to accommodate new development. The Council also recognises the importance of engagement with utility providers at an early stage in the development of any associated with any planning application/s.
- 5.4.2 Infrastructure provision to enable the redevelopment of Colindale Station will be developed and implemented by TfL, the Council and other statutory bodies and developers as appropriate.
- 5.4.3 Funding will include the use of S106 and Community Infrastructure Funds to be pooled as appropriate to meet identified infrastructure requirements.
- 5.4.4 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 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.

**Colindale Underground Station  
Supplementary Planning Document (SPD)  
Consultation Statement**

**February 2019**

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## **1. COLINDALE STATION SUPPLEMENTARY PLANNING DOCUMENT**

- 1.1 This Consultation Statement has been prepared in accordance with Regulation 12 (a) of the Town and Country Planning (Local Planning) (England) Regulations 2012.

## **2. NAME OF THE SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

- 2.1 Colindale Underground Station SPD

## **3. PURPOSE OF THE DOCUMENT**

- 3.1 Investment has been secured for new and improved infrastructure in the area, including a developer contribution of £12 million towards the delivery of a new tube station to provide step-free access and capacity for the growing number of people living and working in Colindale. The developer contribution is being supplemented by a further £4 million from London Borough of Barnet and TfL.
- 3.2 The Colindale Underground Station SPD sets out an approach for delivering a replacement Colindale Underground Station above the rail-tracks along with redevelopment of the existing tube station, car-park, 169-173 Colindale Avenue and Agar House (Units 1-6), Colindale Avenue.
- 3.3 In preparing the SPD, key stakeholders have been involved in the preparation of this planning document. Stakeholders include Ward Councillors, local residents and businesses, landowners and other community representatives.
- 3.4 The adopted SPD provides specific guidance on the implementation of Local Plan policies for future planning applications which come forward and is a material consideration in determining planning applications.

## **4. STAKEHOLDERS CONSULTED THROUGHOUT PREPARATION OF THE SPD**

- 4.1 In order to create a development framework which reflects the views of local stakeholders, the SPD has been produced through a collaborative process with the local community and stakeholders.
- 4.2 The following key stakeholder groups for the Colindale Underground Station SPD were identified have been consulted throughout preparation of the SPD:

### *Resident Associations:*

- Colindale Village Residents Association
- Adastral Village Residents Association
- Douglas Bader Park Residents Association
- Beaufort Park Residents Association
- Pulse Residents Association
- Catalyst for Social Tenants

### *Religious/ Spiritual*

- Jain Centre
- Ahimsa Quality of Life
- The Hyde United Reform Church



- St Margaret's Clitherow RC Church
- Living Way Ministries

#### *Schools Education*

- St James Catholic High school
- Colindale Primary School
- Beis Yaakov Primary School
- Middlesex University London
- Barnet & Southgate College

#### *Landowners / Developers*

- Redrow
- Barret London
- Fairview
- St George

#### *Voluntary / Community*

- Barnet Conservation Volunteers
- Colindale Community Trust

#### *Health*

- Inclusion Barnet/Barnet Voice for Mental Health
- Barnet Clinical Commissioning Group
- National Blood Transfusion Centre
- London Health Urban Development Unit
- Public Health England

#### *Local Businesses*

- The Stay Club
- Sainsburys Local
- Pure Gym
- & Suva

#### *Emergency Services*

- Fire Brigade
- Metropolitan Police
- London Ambulance Service

#### *Other*

- Greater London Authority (GLA)
- Brent Council
- Royal Air Force Museum
- Crabtree Properties
- Local Residents
- Local representatives

## **5. HOW WERE STAKEHOLDERS CONSULTED?**

### **5.1 Engagement meetings with Local Ward Members**

- 5.1.1 A first meeting between the Planning Policy Team and local Ward Councillors was held on 26<sup>th</sup> June 2018, from 3pm to 4pm at Hendon Town Hall. The purpose of this meeting was to advise Councillors that work was starting on a SPD for Colindale Underground Station, outline the extent of the SPD area, the content of the SPD and

the process for preparing it. Ward Councillors were also advised of the consultation arrangements which would be put into place for preparing the SPD.

- 5.1.2 A second meeting between the Planning Policy Team and local Ward Councillors was held on 10<sup>th</sup> October 2018, from 5 – 6pm at Hendon Town Hall. The purpose of this meeting was to update Councillors on the content of the draft SPD, the outcome of consultation undertaken to date and discuss next steps following approval for public consultation to be undertaken on the draft SPD (by Policy & Resources Committee in October 2018).
- 5.1.3 A third meeting between the Planning Policy Team and local Ward Councillors was held on Tuesday 12 February 2019, from 1 – 2pm at Hendon Town Hall. The purpose of this meeting was to advise Councillors on the comments which had been received in response to the draft SPD and how the SPD had subsequently been amended, before being presented to Policy & Resources Committee on 21 February 2019 for adoption.

## **5.2 Drop-in Sessions**

- 5.2.1 A community drop in session, which was open to all, was held on Monday 9<sup>th</sup> July 2018 from 6.30pm-8.30pm at Pulse Community Rooms, 15 Osler Court, 9 Charcot Road, Colindale, NW9 5DZ. In this first stage of the consultation, 51 invitations were sent on 29<sup>th</sup> June 2018 to a range of stakeholders from the London Borough of Barnet's consultation database which was developed specially for the development of the SPD (as listed above in Section 4), copies of these invitation letters can be found in appendix B. 14 letters were also sent to residents within the red line boundary. Copies of these letters can be found in appendix C.
- 5.2.2 In addition, the Council carried out a leaflet drop on 29<sup>th</sup> June 2018 to 200 properties within the SPD area and the immediate vicinity, including properties on Colindale Avenue, Pasteur Close and Booth Road. The leaflet advertised details of the drop-in session. Copies of the leaflet can be found in appendix D.
- 5.2.3 In total, 13 people attended the drop-in session. The majority of people in attendance were local residents living within the Colindale area. The council provided a brief overview of the project, the SPD site area, project timeframes and the engagement process. Story-boards were developed to enable discussion, which can be found in Appendix E.
- 5.2.4 During the drop-in sessions, a large majority of stakeholders were in support of the project proposals. Issues around litter, parking and drop off points were raised by a number of participants. Step free access was also emphasised as an important issue that needed to be addressed as part of the station redevelopment, as was public realm improvements to enable better permeability within the SPD site and surrounding area.
- 5.2.5 During the public consultation, two further drop in sessions were held at the following locations:
- 7th November 2018 (6pm-8pm) at Pulse Community Rooms, 15 Osler Court, 9 Charcot Road, NW9 5DZ
  - 10th November 2018 (2pm-4pm) at Pulse Community Rooms, 15 Osler Court, 9 Charcot Road, NW9 5DZ

5.2.6 These drop-in sessions enabled stakeholders to discuss and ask questions following the publication of the draft SPD. In total, 12 people attended these meetings and all in attendance were residents. Additional story boards were developed (Appendix I) sessions.

5.2.6 A summary of comments received during the drop-in sessions can be found in Appendix A.

### **5.3 One-to-One Meetings with Local Residents Living Within the SPD Area**

5.3.1 A one to one meeting with local residents took place on 10<sup>th</sup> October 2018 from 6.30 – 7.30pm at Pulse Community Rooms. Letters were sent to all 10 properties within the SPD area. The purpose of this meeting was to update residents on the content of the SPD and discuss next steps.

5.3.2 The 10 properties are owned by 8 individuals with 7 of the properties let-out to tenants. Four residents (with ownership interest in 5 of the properties) attended the meeting. One of the owners was also accompanied by two tenants. The response to the draft SPD was mixed. Some indicated that they would consider selling their properties (subject to valuation) with others resistant to selling.

5.3.3 Following public consultation on the draft SPD, the 8 property owners were advised on any changes made to the SPD before it was presented to P&R Committee for adoption (see Appendix J).

### **5.4 Colindale Project Board**

5.4.1 A Colindale Project Board, comprising the three main funding bodies of the new Underground Station (Redrow, TfL and London Borough of Barnet) has been established. The Project Board meets on a quarterly basis to inform preparation of the SPD and progress development proposals for the site.

### **5.5 Consultation with Statutory Consultees**

5.5.1 As part of process in developing a SPD, a Draft Sustainability Appraisal was prepared to ensure that the social, economic and environmental were considered. Under UK legislation, through the Environmental Assessment of Plans and programmes Regulations 2004, the Council was required to consult with the following organisations:

- The Environment Agency
- Natural England
- Historic England

5.5.2 Consultees were sent a letter on 13<sup>th</sup> August 2018, along with a copy of the draft scoping report asking for comments by 17<sup>th</sup> September 2018. The three statutory organisations responded to the consultation.

## **6. PUBLIC CONSULTATION AND MAIN ISSUES RAISED**

6.1.1 The draft SPD was publicised between Monday 29<sup>th</sup> October 2018 to Monday 10<sup>th</sup> December 2018 and Friday 11<sup>th</sup> January 2019. The draft Colindale Underground Station SPD and supporting documents (Equalities Impact Assessment (EqIA), the Sustainability Statement (SA) and Consultation Statement) were made available through the council's Engage Barnet website ([www.engage.barnet.gov.uk](http://www.engage.barnet.gov.uk)). Hard copies of all the documents were also made available at the following locations:

- Colindale Library - Barnet and Southgate College, 7 Bristol Avenue, London, NW9 4BR)
- Planning reception - at North London Business Park, Oakleigh Road South, London, N11 1NP and Barnet House, 1255 High Road, Whetstone, N20 0EJ

6.1.2 All stakeholders and residents were notified via a leaflet (Appendix F) and letters were sent to all occupiers within the SPD boundary area (Appendix G). Local advertisements providing details on the consultation was placed in the Barnet Hendon Times (Appendix H). The consultation boards and images of the event are at Appendix I and J.

6.1.3 The Council received formal written responses from nine different respondents, including statutory bodies, local residents and stakeholders.

6.1.4 The following section provides a summary of the responses received during the public consultation and how they have been taken into account.

## Response to Individual Submissions to the Consultation

Ref	Respondent	Representation Response	Council Reply	Action
CSPD 1.1	Dr P Smith	Supports development of a new tube station.	Support welcomed.	No change to SPD.
CSPD 1.2	Dr P Smith	Opposes redevelopment of 167-173 Colindale Avenue and Agar House, Colindale Avenue. The latter will impact on light to the properties on Pasteur Close. Also, pavement widening on this part of Colindale Avenue could be achieved through development of the front gardens of the residential properties without the need to replace the existing housing. If pavement widening is to take place, it should be for the length of Colindale Avenue and not just that part covered by the SPD.	Comprehensive redevelopment of this part of Colindale will deliver a new tube station and public realm, providing access into the new town centre and knitting together the individual developments completed in recent years.	Paragraph 4.7.2 in the SPD has been updated to clarify that the building form and height of any new development should not significantly impact on light to existing properties in the areas.
CSPD2.1	David Riddell	Supports development of a new tube station and recognises that capacity is an issue that is set to get worse as the population of the area increases.	Support welcomed.	No change to SPD.
CSPD2.2	David Riddell	However, concerned about station closure during construction and would like more clarity around this issue. The current provision of buses would not offer a suitable 'alternative' due to timings, frequency and walking distance to bus stops. A rail replacement bus would be needed throughout the usual opening hours of the station, and with a very frequent service at peak times.	Para 4.10.3 in the SPD requires TfL to minimise disruption to service and provide alternative public transport	No change to SPD.
CSPD3.1	Paula Waxman	Supports the development of a new station.	Support welcomed.	No change to SPD.
CSPD3.2	Paula Waxman	Concerned SPD does not make provision for vehicular traffic, which is an issue caused by:	Matters such as roadworks and parking controls are operational matters and cannot be addressed by the SPD.	No change to SPD.

		<ul style="list-style-type: none"> <li>• Roadworks – on-going roadworks which result in single lane traffic and/or intrusions on the road which causes tailbacks and pollution</li> <li>• Inadequate parking controls – the majority of the area has single yellow traffic lines which are not controlled after 6.30pm and all-day Sunday. The narrowness of the road, this also has the ability to cause considerable tailbacks, particularly where cars are parked on both sides of the road, at junctions or when larger vehicles (eg: buses) come across one another.</li> <li>• Junctions from the main three developments joining onto Colindale Avenue are dangerous and do not allow for easy joining/leaving to or from Colindale Avenue.</li> </ul>	<p>However, the Council's Highways Department will be advised of these concerns.</p> <p>The junctions referred to are outside the SPD boundary. However, as referred to in Para 4.9.1 in the SPD, the Council is working with stakeholders to improve Colindale movement and public realm.</p>	
CSPD3.3	Paula Waxman	<p>To increase public transport use and to accommodate construction traffic and rail replacement buses (during the construction phase), the Council should consider the following:</p> <ol style="list-style-type: none"> <li>1) Changing Single Yellow lines to Double Yellow Lines or Red Routes</li> <li>2) Introduction of Yellow boxes at the following junctions with Colindale Avenue: Charcot Road, Guardian Avenue, Mornington Close, Colindale Station Car Park, Booth Road.</li> <li>3) Disallow any planned roadworks on Colindale Avenue during the construction phase. If partial road closures are needed, this should be exclusively limited to emergency works.</li> <li>4) Disallow construction traffic from waiting on any part of Colindale Avenue</li> </ol>	<p>Road markings referred to in 1 and 2, are operational matters and cannot be addressed by the SPD. However, the Council's Highways Department will be advised of these suggestions.</p> <p>In response to the 3 and 4, the SPD states in Paras 4.10.3 and 5.2.7 that TfL should work with the Council to keep disruption to a minimum.</p>	No change to SPD.
CSPD3.4	Paula Waxman	<p><b>Commercial units:</b> Colindale is a residential area and commercial units should be complimentary to this. Careful consideration should be given to the nature of businesses which will occupy the commercial units (e.g. no betting shops). Furthermore, opening times should be fitting of a residential area to ensure noise is not an issue. Deliveries/Loading bays etc need to be considered.</p>	<p>Para 4.3.6 in the SPD states that the Council will resist inappropriate commercial uses at this location.</p>	No change to SPD.

CSPD3.5	Paula Waxman	<b>Building heights:</b> The three tall towers proposed are not suitable for the area.	Adopted planning policy supports tall buildings in Colindale (London Plan, Colindale Area Action Plan and Barnet Core Strategy).	No change to SPD.
CSPD3.6	Paula Waxman	<b>Parks &amp; green spaces:</b> Given the amount of development in the area, the council should ensure that Colindale and Montrose Parks are protected from any development. More facilities should also be introduced into both parks, particularly Colindale Park which is of poor quality and heavily used.	Works are currently being undertaken to Montrose Park to enhance the green space offer. Any development taking place on the SPD site will also be required to contribute to the continued enhancement of green space in the area.	No change to SPD.
CSPD3.7	Paula Waxman	<b>General Planning Approach:</b> Colindale has been identified as a growth area, however, the provision of infrastructure (GPs, schools, transport) has not matched the level of growth that has taken place. This needs to be addressed.	Section 5.4 in the SPD requires contributions to be made (in the form of Community Infrastructure Levy and S106 legal agreement) to support the delivery of community infrastructure in the area.	No change to SPD.
CSPD4.1	Samir Mehdi	Supports the development of a new station.	Support welcomed.	No change to SPD.
CSPD4.2	Samir Mehdi	<p>Concerned SPD does not make provision for vehicular traffic, which is an issue caused by:</p> <ul style="list-style-type: none"> <li>Roadworks – on-going roadworks which result in single lane traffic and/or intrusions on the road which causes tailbacks and pollution</li> <li>Inadequate parking controls – the majority of the area has single yellow traffic lines which are not controlled after 6.30pm and all-day Sunday. The narrowness of the road, this also has</li> </ul>	See response to CSPD3.2.	No change to SPD.

		<p>the ability to cause considerable tailbacks, particularly where cars are parked on both sides of the road, at junctions or when larger vehicles (eg: buses) come across one another.</p> <ul style="list-style-type: none"> <li>Junctions from the main three developments joining onto Colindale Avenue are dangerous and do not allow for easy joining/leaving to or from Colindale Avenue.</li> </ul>		
CSPD4.3	Samir Mehdi	<p>to increase public transport use and to accommodate construction traffic and rail replacement buses (during the construction phase), the Council should consider the following:</p> <ol style="list-style-type: none"> <li>1) Changing Single Yellow lines to Double Yellow Lines or Red Routes</li> <li>2) Introduction of Yellow boxes at the following junctions with Colindale Avenue: Charcot Road, Guardian Avenue, Mornington Close, Colindale Station Car Park, Booth Road.</li> <li>3) Disallow any planned roadworks on Colindale Avenue during the construction phase. If partial road closures are needed, this should be exclusively limited to emergency works.</li> <li>4) Disallow construction traffic from waiting on any part of Colindale Avenue</li> </ol>	See response to CSPD 3.3.	No change to SPD.
CSPD4.4	Samir Mehdi	<p><b>Commercial units:</b> Colindale is a residential area and commercial units should be complimentary to this. Careful consideration should be given to the nature of businesses which will occupy the commercial units (e.g. no betting shops). Furthermore, opening times should be fitting of a residential area to ensure noise is not an issue. Deliveries/Loading bays etc need to be considered.</p>	See response to CSPD 3.4.	No change to SPD.
CSPD4.5	Samir Mehdi	<p><b>Building heights:</b> The three tall towers proposed are not suitable for the area.</p>	See response to CSPD 3.5.	No change to SPD.



CSPD4.6	Samir Mehdi	<b>Parks &amp; green spaces:</b> Given the amount of development in the area, the council should ensure that Colindale and Montrose Parks are protected from any development. More facilities should also be introduced into both parks, particularly Colindale Park which is of poor quality and heavily used.	See response to CSPD 3.6.	No change to SPD.
CSPD4.7	Samir Mehdi	<b>General Planning Approach:</b> Colindale has been identified as a growth area, however, the provision of infrastructure (GPs, schools, transport) has not matched the level of growth that has taken place. This needs to be addressed.	See response to CSPD 3.7.	No change to SPD.
CSPD5.1	Shaqufta Mehdi	Supports the development of a new station.	Support welcomed,	No change to SPD.
CSPD5.2	Shaqufta Mehdi	<p>Concerned SPD does not make provision for vehicular traffic, which is an issue caused by:</p> <ul style="list-style-type: none"> <li>• Roadworks – on-going roadworks which result in single lane traffic and/or intrusions on the road which causes tailbacks and pollution</li> <li>• Inadequate parking controls – the majority of the area has single yellow traffic lines which are not controlled after 6.30pm and all-day Sunday. e to the narrowness of the road, this also has the ability to cause considerable tailbacks, particularly where cars are parked on both sides of the road, at junctions or when larger vehicles (eg: buses) come across one another.</li> <li>• Junctions from the main three developments joining onto Colindale Avenue are dangerous and do not allow for easy joining/leaving to or from Colindale Avenue.</li> </ul>	See response to CSPD 3.2.	No change to SPD.
CSPD5.3	Shaqufta Mehdi	<p>To increase public transport use and to accommodate construction traffic and rail replacement buses (during the construction phase), the Council should consider the following:</p> <p>1) Changing Single Yellow lines to Double Yellow Lines or Red Routes</p>	See response to CSPD 3.3.	No change to SPD.

		<p>2) Introduction of Yellow boxes at the following junctions with Colindale Avenue: Charcot Road, Guardian Avenue, Mornington Close, Colindale Station Car Park, Booth Road.</p> <p>3) Disallow any planned roadworks on Colindale Avenue during the construction phase. If partial road closures are needed, this should be exclusively limited to emergency works.</p> <p>4) Disallow construction traffic from waiting on any part of Colindale Avenue</p>		
CSPD5.4	Shaqufta Mehdi	<p><b>Commercial units:</b> Colindale is a residential area and commercial units should be complimentary to this. Careful consideration should be given to the nature of businesses which will occupy the commercial units (e.g. no betting shops). Furthermore, opening times should be fitting of a residential area to ensure noise is not an issue. Deliveries/Loading bays etc need to be considered.</p>	See response to CSPD 3.4.	No change to SPD.
CSPD5.5	Shaqufta Mehdi	<p><b>Building heights:</b> The three tall towers proposed are not suitable for the area.</p>	See response to CSPD 3.5.	No change to SPD.
CSPD5.6	Shaqufta Mehdi	<p><b>Parks &amp; green spaces:</b> Given the amount of development in the area, the council should ensure that Colindale and Montrose Parks are protected from any development. More facilities should also be introduced into both parks, particularly Colindale Park which is of poor quality and heavily used.</p>	See response to CSPD 3.6.	No change to SPD.
CSPD5.7	Shaqufta Mehdi	<p><b>General Planning Approach:</b> Colindale has been identified as a growth area, however, the provision of infrastructure (GPs, schools, transport) has not matched the level of growth that has taken place. This needs to be addressed.</p>	See response to CSPD 3.7.	No change to SPD.
CSPD6.1	Tim Gowen	<p>Concerned about tall buildings and not in favour of having a tall building above the new station. Notes that a retail and facilities area similar to that of Hendon Central would be more appropriate. Also notes that example of Edgware Station and hopes that the</p>	See response to CSPD 3.5 in terms of tall buildings.	No change to SPD.

		new station will include provision for the current newspaper/magazine trader operating at Colindale Station.	TfL is expected to include commercial premises within overall development but cannot confirm individual operators at this stage.	
CSPD6.2	Tim Gowen	Providing more spaces for buses is also important and would like improvements to the 303 services.	<p>Section 4.2 in the SPD confirms that bus stopping areas are provided within the SPD site.</p> <p>Section 4.2 in the SPD confirms that the Council is working with TfL to improve bus services in the area.</p>	No change to SPD.
CSPD6.3	Tim Gowen	Notes that upgrading the station will cause disruption and traffic issues.	Paras 4.10.3 and 5.2.7 in the SPD state that TfL should work with the Council to keep disruption to a minimum.	No change to SPD.
CSPD7.1	Environment Agency	<p><u>Stage 1A</u></p> <p>The following documents needs to be included/ updated:</p> <ul style="list-style-type: none"> <li>• Under regional' the North London Level 1 SFRA (2008) has now been superseded by the West London Level 1 SFRA (2018) for Barnet</li> <li>• The Thames River Basin Management Plan (2015) should be referenced under 'Regional' plans.</li> <li>• The Thames Catchment Flood Management Plan (2009) referenced under 'National' plans has now been superseded by the Thames Flood Risk Management Plan (2015).</li> </ul>	The SA will be updated to reflect comments made by Environment Agency.	SA updated to include the corrections identified by the Environment Agency.
CSPD7.2	Environment Agency	<u>Stage 2A</u>		The SA has been updated to include reference to the fact

		<ul style="list-style-type: none"> <li>• The 'Land Contamination' section could refer to the fact there are no groundwater Source Protection Zones underlying or in the near vicinity of the site.</li> <li>• The 'Flooding' section is accurate however the section should also be informed by the West London SFRA (2018) which maps the surface water flood risks as well as river flooding</li> <li>• Baseline data could be improved by highlighting that the site falls within Flood Zone 1. The potential impacts of climate change on flood risk should also be acknowledged.</li> <li>• The environmental baseline data could refer to the 'water resources' and 'waste water capacity' situation in the area</li> </ul>		<p>that there are no groundwater Source Protection Zones underlying or in the near vicinity of the site.</p> <p>The council has made reference to the West London SFRA, however maps have remained unchanged.</p> <p>The SA has since made reference to the fact that the sites falls within flood zone 1. A separate section has been added to include the impacts of climate change.</p> <p>The SA has been updated at paragraph 90, 91 and 92 to include information on waste water capacity and water resources, however, there is a lack of more up to date data on water resources which is a limitation of the baseline data.</p>
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CSPD7.3	Environment Agency	<u>Stage 4A</u> <ul style="list-style-type: none"> <li>Support objective 4 'reduce contributions to climate change' and think the sub-objectives could refer to encouraging water efficiency measures which can also reduce carbon emissions and increase adaptation to climate change impacts</li> <li>We support objective 9 'reduce the risk of flooding'. A sub-objective could be included to 'adapt to the impacts of climate change.'</li> </ul>	Support welcomed.	No change to SA.
CSPD8.1	Natural England	<p>Natural England does not consider that this Scoping report for Colindale Tube Station Supplementary Planning Document incorporating Strategic Environment Assessment poses any likely risk or opportunity in relation to our statutory purpose, and so does not wish to comment on this consultation.</p>	Noted.	No change to SA.
CSPD9.1	Historic England	<u>Stage A1</u> <p>The following policies/documents should be included at stage A1:</p> <ul style="list-style-type: none"> <li>UNESCO World Heritage Convention</li> <li>The European Convention for the Protection of Archaeological Heritage</li> <li>Convention for the Protection of Architectural Heritage in Europe</li> </ul> <p>Wording on page 13 could be amended to read "conserve or enhance the historic environment"</p>		<p>Suggested documents/policies have been included in stage A1.</p> <p>Wording on page 13 has been amended.</p> <p>The local heritage assets noted by Historic England have been included in the baseline data. A more thorough review has been carried out. In addition, SA has also checked which heritage assets within the vicinity of the station are on</p>

				<p>the 'heritage at risk' register and can confirm that none were included at the time of writing.</p> <p>Information on indicators and monitoring have been included within the SA.</p>
CSPD9.2	Historic England	<p><u>Stage A2</u></p> <p>The historic section of the baseline data is constrained and comprises a list of heritage assets. Database search indicates that there are two main heritage assets within the vicinity of the station:</p> <ul style="list-style-type: none"> <li>• Grade II listed Aeroville</li> <li>• Grade II listed Colindale Hospital administration block</li> </ul> <p>Redevelopment of the tube station could have potential implications for the setting of these heritage assets and consideration must be given to the potential presence of unknown or undiscovered heritage assets.</p> <p>Recommend that the Historic Environment Record (HER) should form part of the evidence base.</p> <p>It would be helpful to consider locally listed buildings considered to be at risk.</p>	Comments noted.	The SPD has been amended at Paragraph 9 to include reference to the nearby listed buildings.
CSPD9.3	Historic England	<p><u>Stage A3</u></p> <p>The Key sustainability issues recognise the increase development presence upon the borough and the need to facilitate additional growth whilst protecting the historic environment. This is welcomed.</p>		

CSPD9.4	Historic England	<p><u>Stage A4</u></p> <p>The objectives of the SA framework are generally appropriate. We welcome the inclusion of objective 5 and 8.</p> <p>Would be helpful if a question was added to objective 8 which sought to explore the ability of the emerging SPD to deal with effects of unknown heritage asserts.</p> <p>The SA does not yet contain any information on monitoring and indicators.</p>		
CSPD10.1	TfL	<p><u>Chapter 2 - Overview section</u></p> <ul style="list-style-type: none"> <li>• Overview section. Note that an OSD is not proposed, rather an ASD (around station development)</li> <li>• P.1.2 Funding package of £14m, not £16m.</li> <li>• P.1.4 Not a 'new' station (see also 4.16).</li> <li>• P.2.1 The station opened in 1924 (not 1923).</li> <li>• P.2.5 Colindale Avenue is not served by six separate bus services but two, the 303 and 206.</li> <li>• P.2.6 'SPD red line' would be better referred to as 'SPD area' as red line used in planning applications not policy documents.</li> <li>• P.2.7 It is important to note the PTAL of 5 (public transport access level) around the station is limited to the areas directly round the station, a map would be useful to clarify this.</li> </ul>	Comments noted.	<p>The Overview section of the SPD has been amended in light of these comments, with the exception of the funding package.</p> <p>£16.8 million has been secured in S106 contributions for the new station (£11,284,000 from Redrow; £2,800,000 from TfL and £2,750,000 from LBB).</p>
CSPD10.2	TfL	<p><u>Chapter 3 - Planning context</u></p>	<p>Comments noted.</p> <p>Figure 2 shows the timeline of developments</p>	<p>The planning context of the SPD has been amended in light of these comments.</p>

		<ul style="list-style-type: none"> <li>• P.3.22 Tall buildings – delivery and servicing movements as well as transport connectivity should be mentioned here as the success of tall buildings is linked to ability to do this and links to the public realm.</li> <li>• P.3.25 Further to this it would be useful to put more emphasis on draft London Plan policy D7 Public realm.</li> <li>• P.3.25 Homes for Londoners SPG 2017 is also a relevant policy consideration as this is public land.</li> <li>• P.3.26 The MTS sets out that 10,000 new homes will be built on TfL land, it would be useful to include this.</li> <li>• P.3.46 It would be useful to re-iterate the commitments to deliver improved walking and cycling included in the Colindale AAP here.</li> <li>• P.3.46 In the Colindale AAP section it would also be useful to show an updated diagram to show what has already been implemented e.g. improved pedestrian connections between Montrose Park and Colindale Park, main development sites etc.</li> <li>• P.3.59 Should refer to a 'remodelled' or 'upgraded' station, rather than replacement.</li> <li>• P.3.59 TfL welcomes support for car-free development at this location in line with London Plan policy.</li> </ul>	already completed in Colindale.	
CSPD10.3	TfL	<p><u>Chapter 4 – Development Approach for the SPD Site</u></p> <ul style="list-style-type: none"> <li>• P.4.6 The SPD should reflect the need to consider in detail the impact of the buildings on surrounding buildings and public spaces. E.g. the need to ensure sufficient circulation and footway space around the transport interchange.</li> <li>• P.4.11 It would be useful if as well as referring to London Plan minimum standards, the SPD refers to the quality and convenience of cycle parking, e.g. London Cycle Design Standards. Cycle parking for the station should also be</li> </ul>	<p>The accompanying documentation 'Design Concept' sets out how the height of any proposed scheme.</p> <p>Agree that Para 4.3.8 should be amended to include the need for quality, covered cycle</p>	<p>No change to SPD.</p> <p>Update Para 4.3.8 to include reference to London Cycle Design Standards.</p>



		<p>covered, there are no specific standards but there is an opportunity to support cycle trips to the station.</p> <ul style="list-style-type: none"> <li>• P.4.15 It is unclear if the 4m set-back for footway space is meant to include space for off-carriageway cycleways, as mentioned earlier in the document. 4m would be insufficient for dedicated cycle facilities as well as adequate pedestrian space, this should be acknowledged/amended. This section of the document is quite detailed e.g. 4m set-back, but does not cover building entrances, active ground floor frontages or servicing which are all relevant and important considerations that it would be useful for the SPD to include.</li> <li>• P.4.23 (and 4.4) Bridge widening is not proposed as not possible widen the bridge itself (and therefore the vehicular carriageways) without high cost and disruption. And footway widening would be on the north side on Colindale Avenue only.</li> <li>• P.4.23 TfL would encourage a firmer commitment to introduction of cycleways / improvements to cycling infrastructure.</li> <li>• P.4.23 Paul Lavelle (TfL urban design) led a workshop and subsequently produced a report for TfL Commercial Development and Barnet Council in 2018. The outputs of this activity should be better reflected in the SPD and include firmer commitments to delivery of high quality</li> </ul>	<p>parking to reflect London Cycle Design Standards.</p> <p>Agree that Paras 4.4.2, 4.6.3 and 4.7.3 specify that 4m set-back is for pavement and that a dedicated cycle lane is not included in this set-back area. Para 4.3.6 to include more detail re active ground floor frontage. Para 4.3.10 already sets out details for servicing.</p> <p>It is recognised that the bridge will not be widened. However, the expanded public realm on the northern side of the bridge will enable a sense of widening.</p> <p>The Council welcomes a firmer commitment to introducing cycleways at this location.</p> <p>The accompanying 'Design Concept' relies on the outputs of this workshop.</p>	<p>Update paras 4.4.2, 4.6.3, 4.7.3 and 4.3.6 as appropriate.</p> <p>No change to SPD.</p> <p>Delete 'possible' from 4<sup>th</sup> bullet at 4.9.1.</p> <p>No change to SPD.</p>
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		public realm, pedestrian and cycle facilities. Issues included the potential for a southern bridge and cycleways.		
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## Appendix A

### Comments received during consultation drop-in sessions

Comments Received	How the council have responded to these.
<ul style="list-style-type: none"> <li>Special attention needs to be paid to litter, which is a problem in the area, particularly in the piazza area behind the station. This issue will only be exacerbated with more development and people moving into the area</li> </ul>	<ul style="list-style-type: none"> <li>The issue of litter will be tackled through good design principles and improvements to the public realm.</li> </ul>
<ul style="list-style-type: none"> <li>The bus stop immediately outside the station is not a good location as it often blocks access to the station and leads to problems for pedestrians, cyclists and road users. Stakeholder wondered whether it was possible to move this entirely or extend the railing</li> </ul>	<ul style="list-style-type: none"> <li>TfL operate the bus network and bus stops within LBB. However, a new bus stopping area has been proposed as part of the SPD.</li> </ul>
<ul style="list-style-type: none"> <li>Step free access to the station should be given the high priority within any development proposals coming forward</li> </ul>	<ul style="list-style-type: none"> <li>The provision of step free access is central theme throughout the SPD. Providing an accessible step free, accessible station is a key priority for both the Council and TfL.</li> </ul>
<ul style="list-style-type: none"> <li>The public realm around the station and along Colindale Avenue was described as “clunky” and poorly designed for people with mobility issues. This needs to be improved, with a coherent pedestrian network that doesn’t impede people with impairments and people with pushchairs.</li> </ul>	<ul style="list-style-type: none"> <li>A key design principle within the SPD is the improvement of the public realm, including permeability and connectivity.</li> <li>Inclusive design is also a key priority</li> </ul>
<ul style="list-style-type: none"> <li>There were conflicting opinions on parking, with one participant encouraging the removal of the car park to make way for public realm improvements. Others felt that the car parking facilities should be expanded and others noting the opportunity for off-street parking and short-term parking.</li> </ul>	<ul style="list-style-type: none"> <li>TBC</li> </ul>
<ul style="list-style-type: none"> <li>The station should be more a civic space rather than just a building. Development proposals should include features. Participants</li> </ul>	<ul style="list-style-type: none"> <li>This comment has been duly noted.</li> </ul>

referenced stations such as Arsenal and Vauxhall as good examples.	
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## Appendix B

*Our ref: Colindale Avenue SPD/ stakeholder Invite*

Date: 29 June 2018

Dear Stakeholder,

### **COLINDALE AVENUE DEVELOPMENT FRAMEWORK – SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

#### **Information drop-in session – Monday 9<sup>th</sup> July 2018, 6.30-8.30pm**

Colindale is one of the largest growth and regeneration areas in the borough. A key component of this regeneration programme is the redevelopment of Colindale Underground Station and associated public realm improvements along Colindale Avenue.

To ensure that any future development proposals that come forward meet local priorities and are in line with planning policy, the Council are developing a Supplementary Planning Document (SPD) for Colindale Avenue. This will provide further detail and establish a framework for change for the area.

As part of our initial consultation process, we would like to invite you to an information drop in session. This will give you an opportunity to find out more about the SPD from council officers and ask any questions you may have:

**Date**                      **Monday 9<sup>th</sup> July 2018**

**Time**                      **6.30 – 8.30pm**

**Venue**                    **Pulse community room, 15 Osler Court, 9 Charcot Road, NW9 5RZ**

If you have any questions or would like more information about the drop-in session, please contact Helen Conlon on [Helen.Conlon@barnet.gov.uk](mailto:Helen.Conlon@barnet.gov.uk).

We look forward to seeing you there.

Regards

Emma Watson

Head of Strategic Planning (Re)

## Appendix C

*Our ref: Colindale Avenue SPD/ stakeholder Invite*  
Date: 08 February 2019

To all residents/ occupiers at 144 – 175 Colindale Avenue and flats at Agar house, Colindale Avenue.

### **COLINDALE AVENUE DEVELOPMENT FRAMEWORK – SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

#### **Information meeting – Wednesday 10<sup>th</sup> October 2018, 6.30pm at Pulse Community room**

Colindale is one of the largest growth and regeneration areas in the borough. A key component of this regeneration programme is the redevelopment of Colindale Underground Station and associated public realm improvements along Colindale Avenue.

To ensure that any future development proposals that come forward meet local priorities and are in line with planning policy, the Council are developing a Supplementary Planning Document (SPD) for Colindale Avenue. This will provide further detail and establish a framework for change for the area.

Following on from our previous information drop-in session, we would like to invite you to a meeting to discuss the progress of this document. This will give you an opportunity to find out more about the SPD and ask any questions you may have:

**Date**                      **Wednesday 10th October 2018**


**Time**                      **6.30pm – 7.30pm.**

**Venue**                    **Pulse community room, 15 Osler Court, 9 Charcot Road, NW9 59Z**

If you have any questions or you are unable to make this meeting, please contact Helen Conlon on [Helen.Conlon@barnet.gov.uk](mailto:Helen.Conlon@barnet.gov.uk) to arrange an alternative time.

We look forward to seeing you there.

Regards



Emma Watson  
Head of Strategic Planning (Re)

## Supplementary Planning Document for Colindale Avenue

Colindale is one of the largest growth and regeneration areas in the borough. A key component of this regeneration programme is the redevelopment of Colindale Underground Station and associated public realm improvements along Colindale Avenue.

Barnet council is preparing a Supplementary Planning Document (SPD) for Colindale Avenue, in collaboration with the local community.

This SPD will guide future development in the area, including proposals related to:

- The redevelopment of Colindale Tube Station;
- Construction of an over-station development; and
- Delivery of highway, public realm and bridge improvements on Colindale Avenue adjacent to the Tube Station

The main objectives of this document are:

- Establish more detailed guidance on current planning policy
- Set the design context for future development in the area
- Outline how development will be delivered and funded
- Engage all relevant stakeholders



### Public drop-in session:

As part of our initial consultation process, we are inviting all stakeholders to call into one of our information drop in sessions to find out more and ask questions:

- **When:** Monday 9<sup>th</sup> July 2018
- **Time:** 6.30 – 8.30 pm
- **Location:** TBC

## Appendix E



### Background to the SPD

- As part of the redevelopment of Colindale, substantial investment has been secured by the Council for new and improved infrastructure in the area.
- This includes a **£16million pound** contribution towards the delivery of a new Colindale Tube Station with increased passenger capacity and step-free access. This needs to be underway by 2022 to secure funding



## Timeframe

A SPD is being prepared to help guide and inform future development proposals in the area to ensure:

- A new station with increased capacity and step free access is delivered
- High quality of design that promotes mixed use development
- Improved public realm, that will tie in with surrounding areas
- Better permeability and connectivity throughout the SPD area

## Next steps

- Draft SPD – October 2018
- Statutory consultation– Oct/Nov 2018
- Adoption of SPD – February 2019

If you have any questions about the SPD you can get in touch with the Planning Policy team via:

[forwardplanning@barnet.gov.uk](mailto:forwardplanning@barnet.gov.uk) or alternatively call 020 8359 7131



## Appendix F - Colindale Underground Station Supplementary Planning Document (SPD) – Public consultation

### Colindale Underground Station SPD

The Council has prepared a draft Colindale Underground Station SPD for public consultation. This document has been prepared to guide any future planning proposals associated with the redevelopment of Colindale Underground Station and the immediate area adjoining the station.

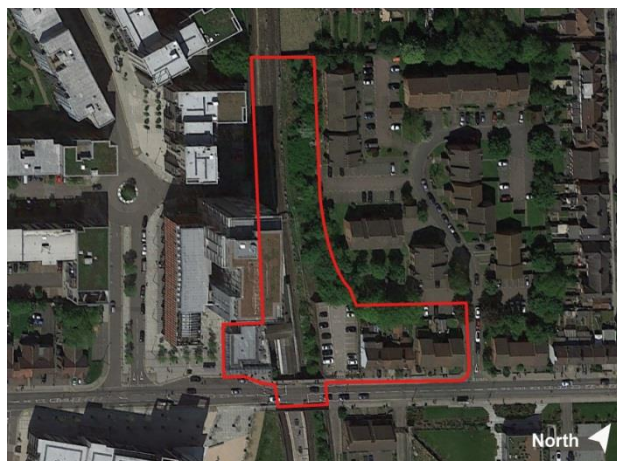
The document sets out an approach for delivering a new station, with step-free access and increased capacity as part of a residential-led mixed use proposal. The new station will be equipped to serve the increased growth and development in the area.

### Public Consultation

As part of this process, the council will be consulting on the Draft SPD from **Monday 29th October** until **Monday 10th December 2018**. During this time, local residents can provide their views on the draft document.

The draft SPD is available to view online at <http://engage.barnet.gov.uk/> and at the following locations:

- Colindale Library, Barnet and Southgate College, 7 Bristol Avenue, London, NW9 4BR
- Planning Reception at Barnet



## Public consultation drop-in session

As part of the public consultation, we are inviting all stakeholders to call into one of our drop-in sessions to find out more and ask questions. These drop-in sessions are scheduled for:

- **7th November 2018 (6pm-8pm) at Pulse Community Rooms, 15 Osler Court, 9 Charcot Road, NW9 59Z**
- **10th November 2018 (2pm-4pm) at Pulse Community Rooms, 15 Osler Court, 9 Charcot Road, NW9 59Z**



## Appendix G

*Our ref: Colindale Avenue SPD/ stakeholder Invite*

Date: 08 February 2019

Dear Stakeholder,

### **COLINDALE UNDERGROUND STATION– SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

#### **Public Consultation – Monday 29<sup>th</sup> October – Monday 10<sup>th</sup> December 2018**

The Council has prepared a draft Colindale Underground Station SPD for public consultation. This document has been prepared to guide any future planning proposals associated with the redevelopment of Colindale Underground Station and the immediate area adjoining the station.

As part of this process, the council will be consulting on the Draft SPD from **Monday 29<sup>th</sup> October** until **Monday 10<sup>th</sup> December 2018**. During this time, local residents can provide their views on the draft document.

Following this period of consultation, the council will consider representations and revise the SPD, where appropriate, before it is formally adopted in February 2019. The draft SPD is available to view online at <http://engage.barnet.gov.uk/> and at the following locations:

- Colindale Library, Barnet and Southgate College, 7 Bristol Avenue, London, NW9 4BR
- Planning Reception at Barnet House, 1255 High Road, London, N20 0EJ

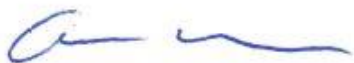
As part of the public consultation, we are inviting all stakeholders to call into one of our drop-in sessions to find out more and ask questions. These drop-in sessions are scheduled for:

- 7th November 2018 (6pm-8pm) at Pulse Community Rooms, 15 Osler Court, 9 Charcot Road, NW9 59Z
- 10th November 2018 (2pm-4pm) at Pulse Community Rooms, 15 Osler Court, 9 Charcot Road, NW9 59Z

If you have any questions or would like more information about the drop-in session, please contact Helen Conlon on [Helen.Conlon@barnet.gov.uk](mailto:Helen.Conlon@barnet.gov.uk).

We look forward to seeing you there.

Regards



Emma Watson  
Head of Strategic Planning (Re)

## Appendix H

**LONDON BOROUGH OF BARNET**

**PLANNING AND COMPULSORY PURCHASE**  
**ACT 2004**

**PUBLIC NOTICE INVITING**  
**REPRESENTATIONS**

**DRAFT COLINDALE UNDERGROUND**  
**STATION SUPPLEMENTARY PLANNING**  
**DOCUMENT (SPD)**

**PUBLIC CONSULTATION:**  
**MONDAY 29th OCTOBER -**  
**MONDAY 10th DECEMBER 2018.**

Notice is hereby given that the London Borough of Barnet has published a draft SPD and is inviting representations pursuant to Regulations 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

**Title of the Document:**  
Draft Colindale Underground Station Supplementary Planning Document (SPD)

**Subject Matter of the Draft Supplementary Planning Document**  
The draft Colindale Underground Station SPD sets out the Council's expectations for delivery of a new underground station above the rail tracks along with redevelopment of the existing station, the station car-park, 169-173 Colindale Avenue and Agar House (Units 1-6), Colindale Avenue.

**Period of Consultation**  
The draft SPD will be the subject of a six-week period of formal public consultation from **Monday 29th October until Monday 10th December 2018**. Details of further public events can be found at:  
<https://engage.barnet.gov.uk/>

**Making Representations**  
Comments should be submitted online by visiting the engage Barnet website or in writing by 5pm on Monday 10th December 2018, to:  
Emailing: [forward.planning@barnet.gov.uk](mailto:forward.planning@barnet.gov.uk)  
Post to: Planning Policy Team - Strategic Planning and Regeneration, Barnet House, 1255 High Road, Whetstone, N20 0EJ.  
When submitting your representation, you may also request to be notified of the adoption of the Colindale Underground Station SPD.

**Inspecting the Documents**  
The Draft Colindale Underground Station SPD can be downloaded from the Council's website: <https://engage.barnet.gov.uk>  
Alternatively, the document will also be available to view in hard copy during normal working hours at:



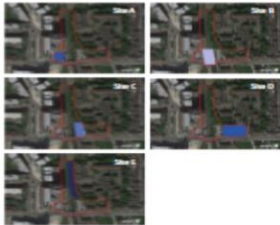
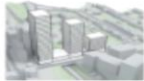
- Colindale Library, Barnet and Southgate College, 7 Bristol Avenue, London, NW9 4BR
- Planning Reception at Barnet House, 1255 High Road, London, N20 0EJ

## Appendix I

# Colindale Underground Station

## Supplementary Planning Document


- Population growth in Colindale has meant that the existing Tube Station does not have capacity to meet the travel-needs of residents and visitors to the area. Funding has therefore been secured (from Redrow Homes, TfL and Barnet Council) to build a new station fit for 21st century needs.
- The Council's development approach for a new Colindale Tube Station and surrounding area is set out in a draft Supplementary Planning Document (SPD)
- The draft SPD proposes a new Tube Station over the rail tracks, new housing development on the site of the existing station, above the new station, the car-park and residential properties on Colindale Avenue.
- Detailed design guidance for each part of the site is included in the draft SPD, and the Council would expect that any planning application should comply with the draft SPD.


# Colindale Underground Station

## Supplementary Planning Document

The Council is consulting with the local community on the draft SPD until **Monday 10th December 2018**. If you wish to comment on the proposals contained in the draft SPD please:



**Email:**  
forward.planning@barnet.gov.uk



**Post:**  
Planning Policy Team  
Strategic Planning and Regeneration,  
2nd Floor, Barnet House,  
1255 High Road, N20 0EJ

The full draft SPD can be viewed on the Council's web-site at  
<https://engage.barnet.gov.uk>

**BARNET**  
London Borough



## Appendix J





Scoping Report for  
**Colindale Tube Station**  
Supplementary Planning Document (SPD)  
Sustainability Appraisal  
Incorporating Strategic Environment  
Assessment (SEA)

February 2019

## Introduction

1. This Scoping Report provides updates to relevant plans, policies and programmes, the baseline and key sustainability issues in order to formulate a sustainability appraisal framework for appraisal of the Colindale Tube Station Supplementary Planning Document (SPD). The Scoping Report has informed the Sustainability Appraisal including the Strategic Environmental Assessment (SEA) of the Colindale Underground Station SPD.
2. SPDs do not normally require a sustainability appraisal, however, in exceptional circumstances one may be considered if the significant environmental effects have not been already considered by the Local Plan. The Council considers the development proposed to warrant assessment of the impacts of the framework in line with the SEA Directive.

## Colindale Avenue Station SPD and background

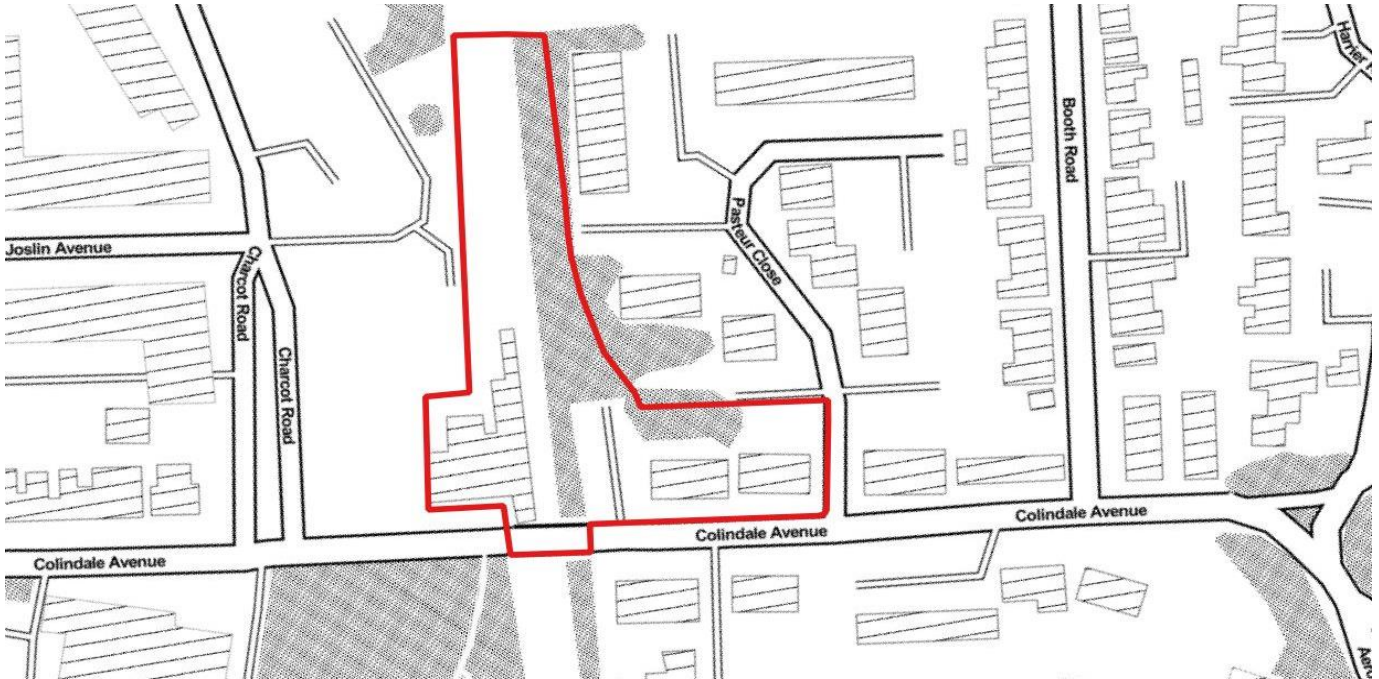
3. As part of the redevelopment of Colindale, substantial investment has been secured by the Council for new and improved infrastructure in the area. This includes a £16million (S106) contribution towards the delivery of a new Colindale Tube Station with increased passenger capacity and step-free access. To meet the terms of the S106 legal agreement associated with this funding contribution, the new station needs to be in place by 2022.
4. As this is the first new Tube Station to be built in an outer-London borough in a number of years and given the Council's commitment to supporting high-quality redevelopment of Colindale, this Supplementary Planning Document is being prepared to set out the Council's detailed design requirements and scale of development which will be supported for the new station and any associated development
5. The purpose of the SPD for Colindale Tube Station is to help inform future planning applications associated with:
  - Redevelopment of Colindale Underground Station
  - Development in the area immediately adjoining the Station, including above the rail tracks, the rail embankment to the north-east of the station, the existing station car-park, 167-173 Colindale Avenue and Agar House (Units 1-6) Colindale Avenue; and
  - Delivery of highway, public realm and bridge improvements on Colindale Avenue immediately adjacent to the Underground Station
6. In providing Transport for London (TfL) and their development partners, with clear planning guidance on the redevelopment of Colindale underground Station and adjoining public realm, the main objectives of the SPD will be to:
  - Establish the policy and design context for a new replacement tube station and associated development;
  - Provide supplementary detail to policies contained within the LBB Core Strategy (2012), Development Management Policies (2012) and the Colindale Area Action Plan (CAAP), as well as the Mayor of London's London Plan;

## Scoping Report for Colindale Underground Station SPD SA

- Explain how development will be delivered and infrastructure investments secured;  
and
- Engage all interested stakeholders in the development process

## The SPD area

7. Map 1 below shows the proposed boundary for the Colindale Underground Station SPD.



11. Access into the station is restricted due to the narrow width of the footway at this point (which cannot be improved upon without widening of the road bridge over the rail-tracks at this point).
12. The area covered by the draft SPD is 0.66 ha and extends from Colindale Station to Pasteur Close. As well as the station with associated retail unit and public car-park (23 pay and display spaces), the area includes 167-173 Colindale Avenue (four two-storey residential units) and Agar House (six properties). The SPD red line boundary includes both sides of Colindale Avenue where it crosses over the Northern Line as well as rail embankment north east of the Station. The SPD boundary includes both sides of the bridge on Colindale Avenue and the rail embankment to the north east.

## Sustainability appraisal

13. Sustainability assessment is a statutory obligation for local authorities to ensure that social, environmental and economic considerations are taken into account during all the stages of a plan's preparation. The sustainability process itself follows a prescribed staged approach. This document represents the first stage in this process, setting out the context, the sustainability issues facing the Borough and Colindale and the proposed sustainability objectives against which the policies in the SPD will be assessed.
14. This scoping report explains:

- Why a sustainability appraisal of the SPD document is required;
  - The policies, plans and programmes relevant to them;
  - The baseline information for the various indicators used to appraise the SPD;
  - The SA process and requirements; and
  - How the information obtained is taken forward in the SA and the SPD
15. UK legislation through the Environmental Assessment of plans and programmes regulations 2004 required the local authority to consult on the draft scoping report with the following agencies:
- The Environment Agency;
  - Natural England; and
  - Historic England

## Why is a Sustainability Appraisal Required?

16. Both EU and national legislation make it a requirement that local authorities prepare sustainability appraisals of proposed land use or planning policies where there are significant effects

### Planning and Compulsory Purchase Act 2004

17. Under the Planning and Compulsory Purchase Act 2004 sustainability appraisal is mandatory for any Local Plan. Section 19(5) of the Act requires local authorities to carry out an appraisal of the sustainability of the proposals within each proposed local development document and prepare a report of the findings of the appraisal.

### National Planning Policy Framework (NPPF)

18. Paragraph 32 of the National Planning Policy Framework states that Local Plans and spatial development strategies should be informed throughout their preparation by a sustainability appraisal, which should demonstrate how the plan has addressed relevant economic, social and environmental objectives. The document also states that significant adverse impacts on these objectives should be avoided and, wherever possible, alternative options which reduce or eliminate such impacts should be pursued. Where significant adverse impacts are unavoidable, suitable mitigation measures should be proposed (or, where this is not possible, compensatory measures should be considered).

### Environmental Assessment of Plans and Programmes Regulations 2004

19. When preparing the Sustainability Appraisal planning authorities will also be meeting the requirement to carry out an environmental assessment known as a Strategic Environmental Assessment (SEA). This requirement comes from European Directive 2001/42/EC (the SEA Directive) and has been enacted in the UK by a separate piece of legislation – the Environmental Assessment of Plans and Programmes Regulations 2004 (the SEA Regulations).
20. The aim for SEA is “to provide for a high level of protection of the environment and contribute to the integration of environmental considerations into the preparation and adoption of plans... with a view to promoting sustainable development.
21. SEA must take account of the likely significant effects on the environment, including on issues, such as biodiversity, population, human health, fauna, flora, soil, water, air, climatic factors, material assets, cultural heritage, including archaeological heritage, landscape and the interrelationship between the above factors.

The Town and Country Planning (Local Planning) (England) Regulations 2012

22. This scoping report establishes a framework to assess the SPD.

The Sustainability Appraisal Process

23. A Sustainability Appraisal is a multi-stage process. The national guidance on SA sets out the process in a number of stages as illustrated in Table 1. This sustainability appraisal represents stage A - Setting the context and objectives, establishing the baseline and deciding on the scope. Stage A comprises five tasks as shown (A1 – A5).

24. The national guidance then sets out four subsequent stages, which are to be carried out within the SA reports of individual policies. These are therefore not carried out in this document.

Table 1: SA process

Stages in the SA process		Sub Stages	Tasks
Stage A	Setting the context and objectives, establishing the baseline and deciding on the scope	A1	Identify other relevant policies, plans, programmes, and sustainability objectives
		A2	Collect baseline information
		A3	Identify sustainability issues and problems
		A4	Develop the sustainability appraisal framework
		A5	Consult the consultation bodies on the scope of the sustainability appraisal report.
Stage B	Developing and refining alternatives and assessing effects	B1	Test the SPD objectives against the sustainability appraisal framework
		B2	Develop the SPD options including reasonable alternatives
		B3	Evaluate the likely effects of the SPD and alternatives
		B4	Consider ways of mitigating adverse effects and maximising beneficial effects
		B5	Propose measures to monitor the significant effects of implementing the SPD.
Stage C	Prepare Sustainability Report		
Stage D	Seek representations on the Sustainability Appraisal Report from consultation bodies and the public		
Stage E	Post adoption reporting and monitoring	E1	Prepare and publish post-adoption statement
		E2	Monitor significant effects of implementing the SPD
		E3	Respond to adverse effects

## The Structure of the Scoping Report

25. The structure of this report follows the key tasks detailed in Stage A of Table 1 above.

### Stage A1 – Identify other relevant policies, plans, programmes and sustainability objectives.

26. A plan or programme may be influenced in various ways by other plans or programmes, or by external environmental protection objectives such as those laid down in policies or legislation. This draft scoping report lists the relevant legislation, policies and their key objectives and details the way in which future Local Plan documents will take these objectives into account.

### Stage A2 – Develop relevant social, environmental and economic baseline information.

27. Data on relevant social, environmental and economic conditions in the Borough, termed as 'baseline information' provides the basis both for identifying emerging or existing sustainability issues and determining sustainability objectives which will be used to conduct the SA of future Local Plan related documents. For each indicator selected, enough information is needed to answer the following questions:

- How good or bad is the current situation? Do trends show that it is getting better or worse?
- How far is the current situation from any established thresholds or targets?
- Are particularly sensitive or important elements of the receiving environment affected?
- Are the problems reversible or irreversible, permanent or temporary?
- How difficult would it be to offset or remedy any damage?

28. This Scoping Report contains current data on the social, environmental and economic conditions of the Borough obtained from a number of sources including the 2011 Census.

### Stage A3 – Identify key sustainability issues

29. The baseline information provides the evidence base from which existing and emerging sustainability issues in the Borough are identified. Some sustainability issues are of greater significance than others and as such, attention will be drawn to these issues within the SA.



Stage A4 – Develop the SA Framework

30. The sustainability issues facing the Borough have been used to develop a set of sustainability objectives (SA Objectives), which then make up the SA Framework. The SA Framework forms the basis against which SA of any Local Plan document should be carried out. It provides a way in which sustainability effects can be described, analysed and compared. The SA Objectives have also been tested against themselves to help identify any tensions and incompatibilities that may exist

Stage A5 – Consulting on the scope of the SA

31. As a Local Authority, we are obliged to seek the views of the Consultation Bodies on the scope and level of detail of the Sustainability Appraisal. Consultation at this stage will help ensure that the Sustainability Appraisal will be robust enough to support the plan or programme during the later stages of full public consultation. The Scoping Report has been issued to the statutory consultees along with a covering letter clarifying their input and requirements within the statutory five-week period. Responses are summarised in the Consultation Statement.
32. The Statutory Consultees are:
- The Environment Agency;
  - Natural England; and
  - Historic England

**Stage A1 – Identify other relevant policies, plans, programmes and sustainability objectives.**

33. Stage A1 of the SA process involves establishing the context in which the Colindale Underground Station SPD is being prepared, namely the other policies, plans and programmes, and sustainability objectives that could influence its content (and vice-versa) and the opportunities and challenges they present.
34. A review of international, European, national, regional and local policies, plans and programmes has been undertaken and is provided in Table 1 below. The plans, policies and programmes are set out in a hierarchical fashion, starting with relevant international PPPs and ending with local ones.

Table 2: Policy review

International
Johannesburg C40 Cities Climate Leadership Group Mayors Summit 2014
The UN Millennium Declaration and Millennium Development Goals (Goal 7) 2002
UN Framework Convention on Climate Change (UNFCCC) 1992
The Johannesburg Declaration on Sustainable Development 2002
The Living Planet Report 2014 - Biodiversity, biocapacity and better choices
Kyoto Protocol 1997
Convention of Environmental Impact Assessment in a transboundary context (1991) (the ESPOO Convention)
Protocol on Strategic Environmental Assessment (2003)
European
Environmental Impact Assessment Directive of 1985, 85/337/EEC and amendments codified by 2014/52/EU Assessment of the Effects of certain Public and Private Projects on the Environment
The Wild Birds Directive 2009/147/EC
The Convention on Biological Diversity 93/626/EEC
The EU Water Framework Directive 2000/60/EC



Ambient air quality assessment and management Directive 1996/62/EC
Limit values for sulphur dioxide, nitrogen dioxide and oxides of nitrogen, particulate matter and lead in ambient air - Directive 1999/30/EC
Air Quality Directive 2008/50/EC
Environmental Noise Directive 2002/358/EC
Approval of the Kyoto Protocol Decision 2010/778/EU
Landfill Directive 1999/31/EC
EU Renewable Energy Directive 2001/77/EC
EU Energy Efficiency Directive 2012/27/EU
EU Floods Directive 2007/60/EC
Pan European Biological and Landscape Diversity Strategy 2003
Mainstreaming sustainable development into EU policies: Review of the European Union Strategy for Sustainable Development 2009
European Spatial Development Perspective 1999
Roadmap to Single European Transport Area - Towards a competitive and resource efficient transport system,
European Landscape Convention 2000 (The Florence Convention)
Environment Action Plan - 7th EAP will guide European policy until 2020
Promotion of the use of energy from renewable sources - Directive 2009/28/EC
Directive 2001/77/EC - Electricity Production from Renewable Energy Sources
The Ramsar Convention on Wetlands of International Importance (1971)
Directive 2008/118/EC on the protection of groundwater against pollution and deterioration
Directive 97/62/EC on the Conservation of Natural Habitats of Wild Fauna and Flora amending Directive 92/43/EEC (The Habitats Directive)
European Union Biodiversity Strategy to 2020
Directive 2008/98/EC on waste (The Waste Framework Directive)
Communication COM (2005) 666: Taking sustainable use of resources forward - a thematic strategy on the prevention and recycling of waste. European Commission (2005)
Directive 2005/20/EC amending Directive 94/62/EC on packaging and packaging waste (The Packaging Waste Directive)
Directive 2008/98/EC (OJ: L312) on the disposal of waste oils amending Directive 75/439/EEC (OJ: L194/23/75). (Waste Oil Directive)
UNESCO World Heritage Convention (1972)
The European Union Convention on the Protection of Archaeological Heritage (1992)
Convention on the Protection of the Architectural Heritage of Europe (1987)
<b>National</b>
National Planning Policy Framework (2018)
Technical Guidance to the National Planning Policy Framework March 2012
National Planning Practice Guidance on the following:
Advertisements
Air quality
Appeals
Climate change
Community Infrastructure Levy
Conserving and enhancing the historic environment
Consultation and pre-decision matters
Crown Development
Design
Determining a planning application
Duty to cooperate
Ensuring effective enforcement
Ensuring the vitality of town centres
Environmental Impact Assessment
Fees for planning applications
Flexible options for planning permissions

Flood Risk and Coastal Change
Hazardous Substances
Health and wellbeing
Housing and economic development needs assessments
Housing and economic land availability assessment
Land affected by contamination
Land Stability
Lawful development certificates
Light pollution
Local Plans
Minerals
Natural Environment
Neighbourhood Planning
Noise
Open space, sports and recreation facilities, public rights of way and local green space
Planning obligations
Renewable and low carbon energy
Rural Housing
Strategic environmental assessment and sustainability appraisal
Transport evidence bases in plan making
Travel plans, transport assessments and statements in decision-taking
Tree Preservation Orders and trees in conservation areas
Use of Planning Conditions
Viability
Waste
Water supply, wastewater and water quality
A Practical Guide to the Strategic Environmental Assessment Directive 2005
Air Pollution: Action in a Changing Climate 2010
Ancient Monuments and Archaeological Areas Act (1979)
Biodiversity 2020: A strategy for England's wildlife and ecosystem services 2011
BREEAM Assessment 2006
Building a Greener Future - Towards Zero Carbon Development 2006
Climate Change Act 2008
Climate change: The UK Programme 2006
Conservation of Habitats and Species Regulations (2010)
Defra Policy: Reducing and Managing Waste 2013
English Heritage Corporate Plan 2017-2020
Fair Society, Healthy Lives, The Marmot Review 2010
Flood and Water Management Act 2010
Flood Risk Regulations 2009
Future Water – The Government's water strategy for England (2008)
Groundwater protection: principles and practice (GP3) (2013)
Tall Buildings Historic Advice Note 4 2015
Healthy Lives, Healthy People: Our Strategy for Public Health in England 2010
Hedgerow Regulations 1997
Historic England Advice Note 8: Sustainability Appraisal and Strategic Environmental Assessment December 2016
Household Waste Recycling Act 2003
Housing and Planning Act 2016
Localism Act 2011
Model Procedures for the Management of Contaminated Land (Contaminated Land Report 11) 2004
National Flood and Coastal Erosion Risk Management Strategy 2011
National Infrastructure Plan 2014
National Planning Policy for Waste 2014
Natural England Corporate Plan 2012-2015

Natural Environment and Rural Communities Act (2006)
Neighbourhood Planning Act 2017
Planning (Listed Buildings and Conservation Areas) Act (1990)
Planning for our electric future: a white paper for secure, affordable and low carbon technology 2011
Planning Healthier Places - report from the reuniting health with planning project, TCPA 2013
Planning Policy for Traveller Sites March 2012
Strategic Direction 2008 – 2013 (NE92) Natural England
Suburbs and the Historic Environment 2007
Sustainable Communities Act 2007 (as amended)
Sustainable Communities: Building for the Future (ODPM2003)
Thames Catchment Abstraction Licensing Strategy 2014
The Air Quality Strategy (Volume 2) 2011
The Community Infrastructure Levy Regulations 2010 and amendments 2014
The Countryside
The Governments Statement on the Historic Environment for England (2010)
The Hazardous Waste (England and Wales) Regulations 2005
The National Adaptation Programme 2013
The National Heritage Protection Plan – English Heritage 2012
The Natural Choice: Securing the Value of Nature - White Paper 2011
The Plan for Growth 2011
The UK Sustainable Development Strategy: Securing the Future (2005)
The Water Act 2003
The Water Resources Act 1991
The Wildlife and Countryside Act 1981
Transport White Paper - "Creating Growth, Cutting Carbon; Making sustainable local transport happen" 2011
Transport White Paper - The Future of Transport: A Network for 2030 (DoT 2004)
UK Biodiversity Action Plan 1994
UK Climate Projections 2009
UK Energy Efficiency Strategy 2012
UK Post 2010 Biodiversity Framework 2010
Waste Management Plan for England 2013
Waste Strategy for England 2007
Water for People and the Environment; Water Resources Strategy for England and Wales – Environment Agency (2009)
Working with the Grain of Nature: Biodiversity Strategy for England 2002
<b>Regional - London</b>
London's Foundations SPG 2012
A Sustainable Development Framework for London (2003)
Accessible London: Achieving an inclusive environment 2014
All London Green Grid Supplementary Planning Guidance (2012)
Clearing the Air: The Mayor's Air Quality Strategy (2010)
Connecting with London's Nature: The Mayor's Biodiversity Strategy 2002
Cultural Metropolis: The Mayor's Cultural Strategy - 2012 and beyond 2010
Delivering London's Energy Future: The Mayor's Climate Change Mitigation and Energy Strategy (2011).
The London Plan 2016 consolidated with alterations since 2011
Draft London Plan (2017)
Green Light to Clean Power: The Mayor's Energy Strategy (2004)
Land for Industry and Transport SPG 2012
Land for Industry and Transport Supplementary Planning Guidance (2012)
London Biodiversity Action Plan (2007)
London Boroughs Gypsy and Traveller Accommodation Needs Assessment 2008
London Office Policy Review 2017

London View Management Framework SPG 2012
London's Wasted Resource: The Mayor's Municipal Waste Management Strategy (2011)
Managing Risks and Increasing Resilience: The Mayor's Climate Change Adaptation Strategy (2011)
Mayor of London's Biodiversity Strategy (and associated London Biodiversity Action Plan) 2002
Mayor's Economic Development Strategy for London 2010
The Mayors Economic Development Strategy for London (draft 2017)
Mayor's Housing SPG 2016
Mayor's Sustainable Design and Construction: SPG 2014
Mayor's Transport Strategy 2018
North London Joint Waste Strategy (2009)
West London Level 1 SFRA (2018)
The Thames River Basin Management Plan (2015)
The Thames Catchment Flood Management Plan (2009)
Planning and Equality and Diversity in London 2007
Rapid Health Impact Assessment Tool, Healthy Urban Development Unit 2013
Securing London's Water Future: The Mayor's Water Strategy (2011)
Shaping Neighbourhoods - play and informal recreation SPG 2012
Shaping Neighbourhoods: Character and Context Supplementary Planning Guidance 2014
Souder City: The Mayor's Ambient Noise Strategy 2004
The London Plan Spatial Development Strategy for Greater London (2015)
Town Centres SPG 2014
Crossrail Mayoral CIL
Better Environment, Better Health. A GLA guide for London Boroughs, London Borough of Barnet 2013
<b>Local</b>
Barnet Local Plan - Core Strategy 2012
Barnet Local Plan - Development Management Policies DPD 2012
Colindale Area Action Plan 2010
Brent Cross Cricklewood Regeneration Area Development Framework 2005
Barnet Waste Prevention Strategy 2005 - 2020
One Barnet: A Sustainable Community Strategy for Barnet 2010 - 2020
Barnet's Statement of Community Involvement, 2015
Barnet's Conservation Area Character Appraisals including:
Barnet Children and Young People Plan 2016 - 2020
Barnet's Air Quality Action Plan
Barnet Carers and Young Carers Strategy 2015 – 2020
Barnet Community Safety Strategy 2015-2020
Barnet's Contaminated Land Strategy 2012
Barnet's Entrepreneurial Strategy 2014
Barnet's Equalities Policy 2014
Barnet's Disability equality scheme 2006-2007
Barnet's Health and Well Being Strategy 2015 - 2020
Barnet's Housing Strategy 2015-2015
Barnet's Local Implementation Plan 2005/6 - 2010/11
Barnet's Parks and Open Spaces Strategy 2016 -2016
Barnet's Sports and Physical Activity Strategy 2014
Barnet's Surface Water Management Plan 2011

35. This list is not exhaustive and may be subject to change over time. When undertaking sustainability appraisals, the appraiser will need to consider whether there have been any notable changes in this list and how this may affect the appraisal.

36. This review is concluded with a set of key messages that are set out below.

### **Biodiversity, Flora and Fauna**

- Ensure biodiversity is considered in all areas of decision and plan making
- Maintain, protect, enhance and restore biodiversity and the natural environment
- Avoid harm to designated sites and protected species
- Ensure the importance of green infrastructure is recognised

### **Population and Human Health**

- Ensure wider health issues are considered and safeguard the health of the community
- Protect and improve the quality of life
- Maintain and improve access to open space for leisure and recreation

### **Soil**

- Prioritise the use of previously developed land
- Avoid ground pollution and seek to reduce land contamination

### **Water**

- Maintain and improve water quality in water courses
- Use water resources efficiently and seek to minimise future demands
- Reduce the impact of flooding and avoid inappropriate development in flood risk area
- Avoid development that could increase flood risk
- Promote the management of surface water and the reduction of flood risk through the use of sustainable urban drainage systems (SUDS).

### **Air**

- Increase the use of sustainable transport methods and reduce the need to travel
- Promote sustainable neighbourhoods which reduce the need to travel by car

### **Climate**

- Reduce contributions to climate change
- Increase the proportion of energy that is generated from renewable sources.

### **Material Assets**

- Prevent/reduce waste and recognise waste as a resource
- Promote employment opportunities and seek to reduce deprivation

### **Cultural Heritage**

- Conserve and enhance the historic environment

### **Landscape**

- Protect and enhance landscape character, improve local environmental quality and protect the environment
- Maintain access to the countryside
- Recognise the value of landscapes and townscapes

Stage 2A – Develop relevant social, environmental and economic baseline information.

37. Data on relevant social, environmental and economic conditions in the area, termed as ‘baseline information’ provides the basis for both identifying emerging or existing sustainability issues and determining sustainability objectives to address them. These sustainability objectives will be used to conduct the sustainability appraisal of the **Draft** SPD.
38. The level of information making up the baseline data is relevant and appropriate to the spatial scale of the plan and covers the topics and issues listed in the SEA Directive and guidance.
39. Data for Colindale is not widely available because of the small size of the geographic area. Where possible, data at output area and super output area level has been used, however, where this level of data is not available, information has been used on a ward and borough wide basis. The principle source is 2011 Census data. This is a limitation of the scoping report.

Population

40. Population data for Colindale is set out in the table below. The data indicates that the area has experienced a significant increase in population between 2011 and 2014 and is the highest increase across the whole borough (source: ONS). This increase is indicative of the large scale of development which has taken place within the Colindale area over the last five years.

Table 3: population data

Wards	2011	2014	Percentage Change
Brunswick Park	16,455	16,384	-0.43%
Burnt Oak	18,278	18,031	-1.35%
Childs Hill	20,116	20,428	1.55%
Colindale	<b>17,150</b>	<b>20,956</b>	<b>22.19%</b>
Coppetts	17,312	17,255	-0.33%
East Barnet	16,192	16,106	-0.53%
East Finchley	16,062	16,261	1.24%
Edgware	16,780	17,858	6.42%
Finchley Church End	15,778	15,901	0.78%
Garden Suburb	15,980	16,031	0.32%
Golders Green	18,885	18,952	0.35%
Hale	17,501	17,375	-0.72%
Hendon	18,526	18,850	1.75%
High Barnet	15,364	15,337	-0.18%
Mill Hill	18,523	19,482	5.18%
Oakleigh	15,872	15,773	-0.62%
Totteridge	15,220	15,186	-0.22%
Underhill	15,983	16,049	0.41%
West Finchley	16,590	16,646	0.34%
West Hendon	17,452	17,876	2.43%
Woodhouse	17,641	17,709	0.39%
Barnet	<b>357,653</b>	<b>364,481</b>	<b>1.91%</b>



Age profile

41. The age structure within Colindale mirrors that of the borough as a whole in the younger age groups but has more people in the 15-39 age group and less people in the 40-79 age groups, with significantly less in the 80+ age group.

Table 4: Age profile

Age profile	0 – 14	15 – 39	40 – 59	60 – 79	80+
Colindale	21%	47%	21%	10%	1%
Barnet	21%	35%	26%	14%	4%

Diversity

42. Colindale ward is relatively diverse, with a high proportion of people from Asian or Asian British background and Black and Black British background, which is comparatively higher than the borough average.

Table 5: Diversity

ETHNIC GROUP 5 (ONS CENSUS)	White%	Mixed%	Asian or Asian British%	Black or Black British%	Other%
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%
Barnet	64.1%	4.8%	18.5%	7.7%	4.9%

Religion

43. In terms of religion, 46.6% of residents are among Christian faith which is broadly similar to the borough average (41.2%) and the national average (48.4%). There is also a high proportion of Muslims among its residents (19.3%) which is higher than the borough average of 10.3%. conversely, they have a low proportion of Jewish people (1.4%) when compared to the borough average (15.2%).

Table 6: Religion

Religion 2011	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other religion	No religion	Religion not stated
Colindale	46.6%	1.9%	9.8%	1.4%	19.3%	0.3%	0.4%	13.3%	7.0%
Barnet	41.2%	1.3%	6.2%	15.2%	10.3%	0.4%	1.1%	8.4%	8.4%
London	59.4%	0.5%	1.5%	0.5%	5.0%	0.8%	0.4%	7.2%	7.2%
England	48.4%	1.0%	5.9%	1.8%	12.4%	1.5%	0.6%	8.5%	8.5%

Languages

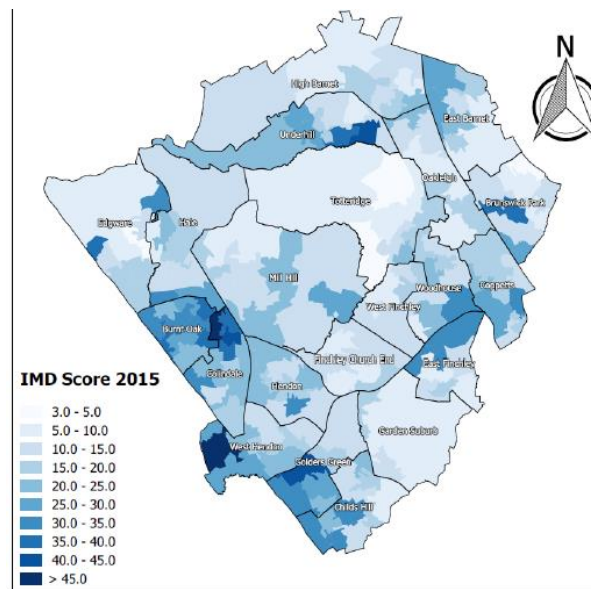
44. Approximately 63% of school children in Colindale do not speak English as a first language in the home. This is significantly higher than the Barnet average (44%). Somali, Arabic and Tamil are the most common languages other than English spoken in the homes of Colindale pupils attending Barnet schools (with 188, 129 and 109 pupils respectively), followed by Portuguese, Persian-Farsi and Albanian-Shqip (source: Barnet Insight Unit, March 2013).

Deprivation

45. Deprivation covers a broad range of issues and refers to unmet needs caused by a lack of resources of all kinds, not just financial. The Index of Multiple Deprivation (IMD) is the official measure of relative deprivation of Lower-layer Super Output Areas (LSOA) in England and ranks areas from 1 (most deprived area) to 32,844 (least deprived area).
46. The IMD combines information from seven domains to produce an overall relative measure of deprivation. The domains used are outlined below along with the weighting assigned to each one:
- Income (22.5%)
  - Employment (22.5%)
  - Education, skills and training (13.5%)
  - Health and disability (13.5%)
  - Crime (9.3%)
  - Barriers to housing (9.3%)
  - Living environment (9.3%)
47. Barnet is the 157th most deprived local authority in England, out of a total of 326 local authorities. Comparing to the 2010 release of the Index of Multiple Deprivation Barnet was ranked 176th, which means that Barnet has become comparatively more deprived and is now amongst the 50% deprived local authorities in England. However, compared to local authorities in London, Barnet ranked 24th in 2015 and 25th in 2010 noting a small increase. The areas in the west of the Borough exhibit the highest levels of deprivation, which are concentrated in Colindale, burnt Oak, Childs hill and West Hendon. The map below shows the IMD scores of LSOAs across the Boroughs.



Figure 1: IMD Scores for Barnet



48. The Map below shows the percentage change in IMD rank during the period 2010 – 2015. The data highlights that 64% Barnet LSOAs became comparatively more deprived whereas 36% became comparatively less deprived.
49. On an overall ward level, all LSOAs in East Barnet and Underhill became comparatively more deprived between 2010 and 2015. And although no wards experienced a reduction in deprivation across all LSOAs within their boundary, more LSOAs in East Finchley, West Finchley, Totteridge and Finchley Church End became less deprived than more deprived over this period.
50. Within Colindale, there were a number of LSOAs in the east of the ward which became more deprived between 2010 – 2015, whereas LSOAs in south of the ward became less deprived over this period.

Figure 2: Change in IMD Scores

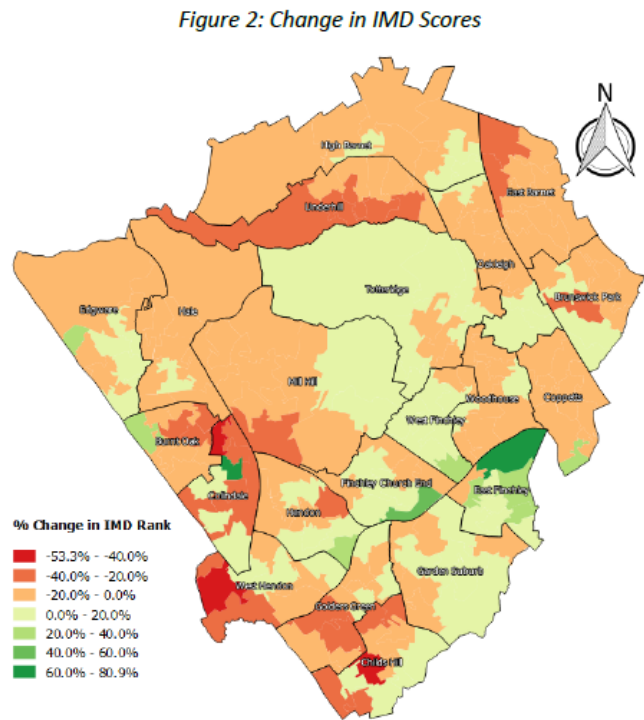
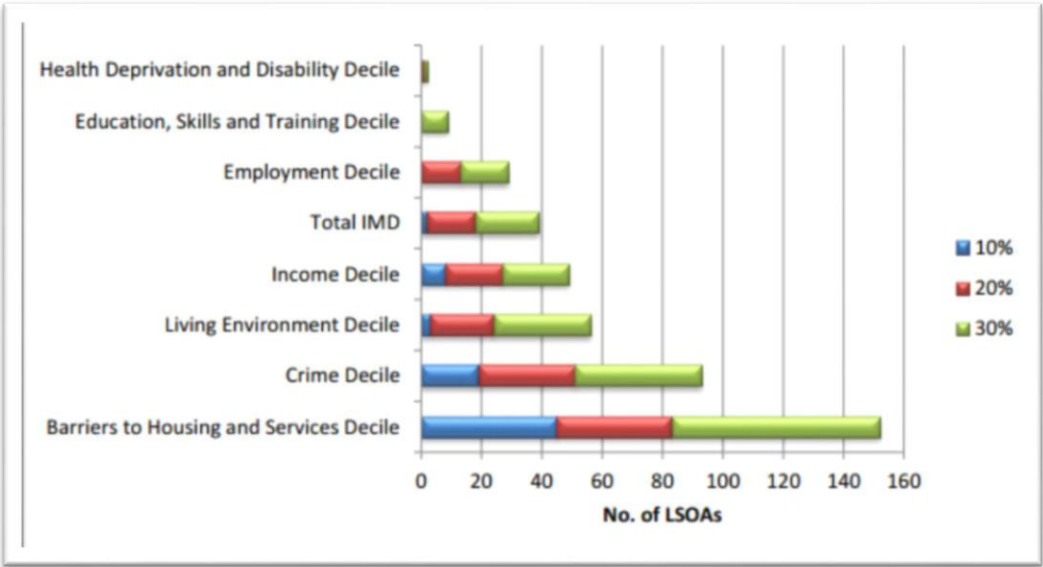


Figure 3: 30% most deprived LSOAs by domain – Barnet

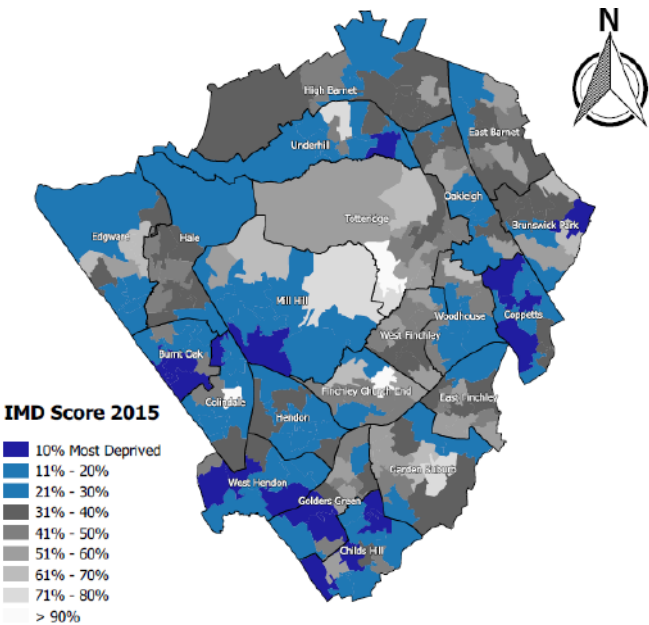


Source: Summary report of the 2015 index of multiple deprivation.

51. Figure 3 above indicates that the Barriers to Housing and Services domain contains the highest levels of deprivation in Barnet, with 21% (45) of Barnet's LSOAs in the 10% most deprived nationally and 72% (152) of LSOAs in the 30% most deprived. The west of the borough exhibits the highest concentration of deprivation in relation to the Barriers to Housing and Services domain and the most LSOA is located around Graham Park in Colindale ward, which ranks 9th nationally.
52. There is also a high level of deprivation on the Crime and Disorder domain, where Barnet is the 49th most deprived nationally. Deprivation levels relating to this domain increased

between 2010 and 2015, with an additional 19 Barnet LSOAs within the 30% most deprived LSOAs in England.

Figure 4: Crime and disorder domain



Disability

- 53. Colindale Tube Station is the nearest station within Colindale ward, it does not have a step free access. Across the Borough the day to day activity limitations for people who have long-term health problems or disabilities are very similar. Colindale ward is highlighted in bold.

Table 7: Disability

2011 ward	All categories: Long-term health problem or disability	Day-to-day activities limited a lot	Day-to-day activities limited a little	Day-to-day activities not limited
Brunswick Park	16,394	1,117	1,361	13,916
Burnt Oak	18,217	1,499	1,390	15,328
Childs Hill	20,049	1,429	1,283	17,337
Colindale	17,098	1,079	1,167	14,852
Coppetts	17,250	1,160	1,198	14,892
East Barnet	16,137	1,042	1,301	13,794
East Finchley	15,989	1,074	1,259	13,656
Edgware	16,728	1,075	1,298	14,355
Finchley Church End	15,715	857	1,229	13,629
Garden Suburb	15,929	694	968	14,267
Golders Green	18,818	1,254	1,228	16,336
Hale	17,437	1,182	1,301	14,954
Hendon	18,472	1,078	1,286	16,108
High Barnet	15,307	1,050	1,242	13,015
Mill Hill	18,451	1,047	1,406	15,998
Oakleigh	15,811	1,073	1,172	13,566
Totteridge	15,159	951	1,121	13,087
Underhill	15,915	1,311	1,430	13,174
West Finchley	16,533	1,023	1,136	14,374
West Hendon	17,402	1,172	1,243	14,987
Woodhouse	17,575	1,308	1,409	14,858

Housing

54. The 2011 census showed the Borough of Barnet contains 135,916 households with an average household size of 2.6 persons and 2.7 bedrooms.
55. The table below presents Census 2011 occupancy and number of rooms per household by ward has been sorted by average number of rooms per household. The wealthiest wards in the Borough have some of the largest houses in the Borough and consequently the highest average number of rooms per household which therefore shows the lowest levels of overcrowding. However, the number of rooms per household is high across the Borough. Colindale ward has been highlighted in bold.

Table 8: Occupancy and number of rooms per household

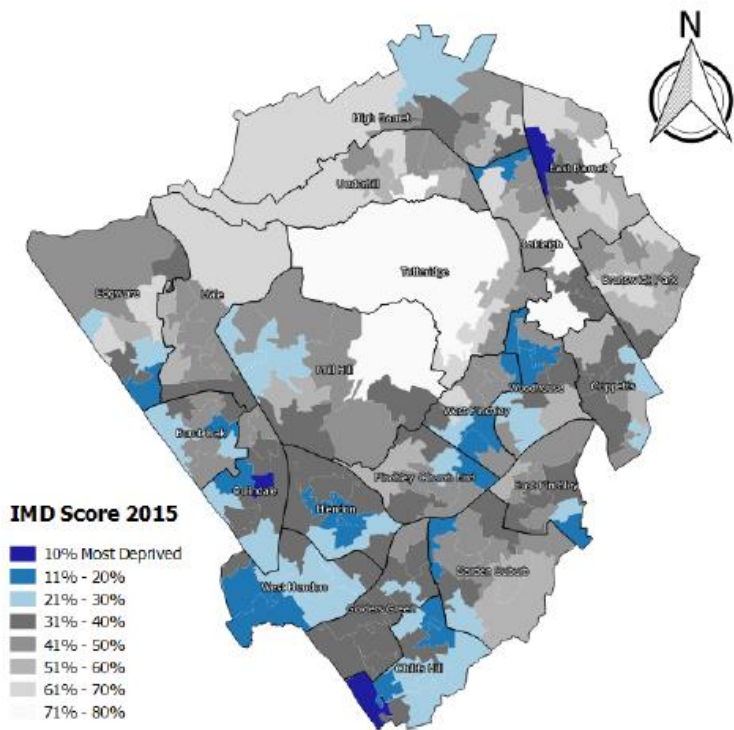
Area	Occupancy rating (rooms) of 1 or less	Average household size	Average number of rooms per household
Barnet Borough	24,489	2.6	5.1
Garden Suburb	738	3.1	5.9
Totteridge	631	2.6	5.7
Oakleigh	674	2.5	5.6
Edgware	919	2.8	5.5
Golders Green	1,269	3.0	5.5
Mill Hill	902	2.7	5.5
Brunswick Park	609	2.7	5.4

Finchley Church End	970	2.5	5.4
Hale	851	2.8	5.3
High Barnet	768	2.3	5.3
East Barnet	748	2.5	5.1
Underhill	822	2.5	5.1
Childs Hill	2,083	2.5	4.9
Woodhouse	1,229	2.5	4.9
Hendon	1,725	2.6	4.8
West Finchley	1,265	2.4	4.8
Coppetts	1,298	2.5	4.7
East Finchley	1,259	2.4	4.7
West Hendon	1,735	2.8	4.7
Burnt Oak	1,823	2.8	4.4
Colindale	2,171	2.6	4.2

Living environment

56. Within this domain, Barnet is within the 81st most deprived local authority in England and the 25th most deprived across London. Three LSOAs fall within the 10% most deprived nationally, including one located in Grahame Park in Colindale, one close to Cricklewood station in Childs hill and another East Barnet close to the New Barnet Station.

Figure 5: Living environment



House price

57. The average house price in Barnet in May 2016 was £533,676 and in May 2018 it was £546,309<sup>1</sup>. Since 2000, house prices in the borough have increased by 229%. According to data from Foxtons, Colindale has an average house price of £379,367 in 2018, which is lower than the borough average and an average monthly rent of £1,532 which is lower when compared to the borough average of £2.096

Income

58. Barnet has a widespread of incomes which vary across the borough ranging from £55,491 in more affluent parts to £25,903 in areas such as burnt Oak<sup>2</sup>. Data from the 2015 also demonstrates this and highlights that Barnet has some of the highest and lowest levels if income deprivation nationally.
59. IMD data has shown that Barnet ranks 131st out of all local authorities and 22nd across London for the income domain. Data found three LSOAs in Colindale are amongst the 10% most income deprived LSOAs nationally (the highest number within the borough).
60. Within Colindale, data from CACI shows the median average household income to be £27, 048, which is significantly less than the borough average of £41,468<sup>3</sup>.

Education, Skills and training

61. There are two primary schools, one high school and two higher education institutes within Colindale. Details of theses education facilities are outlined below:
- Beis Yaakov Primary School – Ofsted rating good – Ofsted rating good, 20 pupils per teacher
  - Colindale Primary School – Ofsted rating good – 25 pupils per teache
  - St James Catholic High School – Ofsted rating good – 15 pupils per teacher
  - Barnet and Southgate College – Ofsted rating good
  - Middlesex University London
62. The percentage of the various levels of qualifications people have achieved in Colindale are set out below and show a lower percentage of people who have gained level 4 qualifications and above when compared to the borough average, but slightly higher than the national average. In addition, there is higher proportion of residents who have no qualifications when compared to the borough (10.3%) and national average (15%).

Table 9: Qualifications

People	Colindale (%)	Barnet (%)	England and Wales (%)
Level 4 Qualifications and Above	30.8	43.2	29.7
Level 3 Qualifications	10.3	11.4	14.5
Level 2 Qualifications	12.8	12.7	17.2
Level 1 Qualifications	18	10.3	15.2
Apprenticeship and other qualifications	16.8	12.1	8.6
No Qualifications	18	10.3	15

<sup>1</sup> UK Price Index

<sup>2</sup> [www.caci.co.uk](http://www.caci.co.uk)

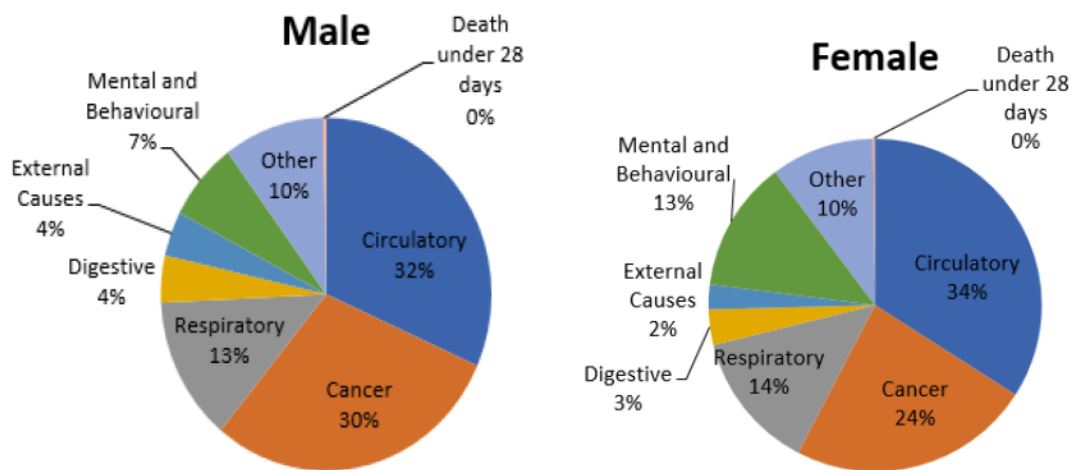
<sup>3</sup> [www.CACI.co.uk](http://www.CACI.co.uk)

Health and well-being

Mortality rate and causes of death

63. In Barnet, life expectancy at birth in females (85.1 years) is higher than males (82.1 years) and overall life expectancy for both male and female population in Barnet is higher than the average for England (female = 83.2, male = 79.6). The top three broad causes of mortality in both men and women are circulatory diseases, cancers and respiratory disease (Public Health Profiles Barnet, Public Health England, May 2016).
64. Within Colindale, the life expectancy for men is slightly lower than the average for London and England. For women, this figure is slightly lower than the Barnet average but higher than the average for London and England<sup>4</sup>.

Figure 6: Causes of death in Barnet – males/females

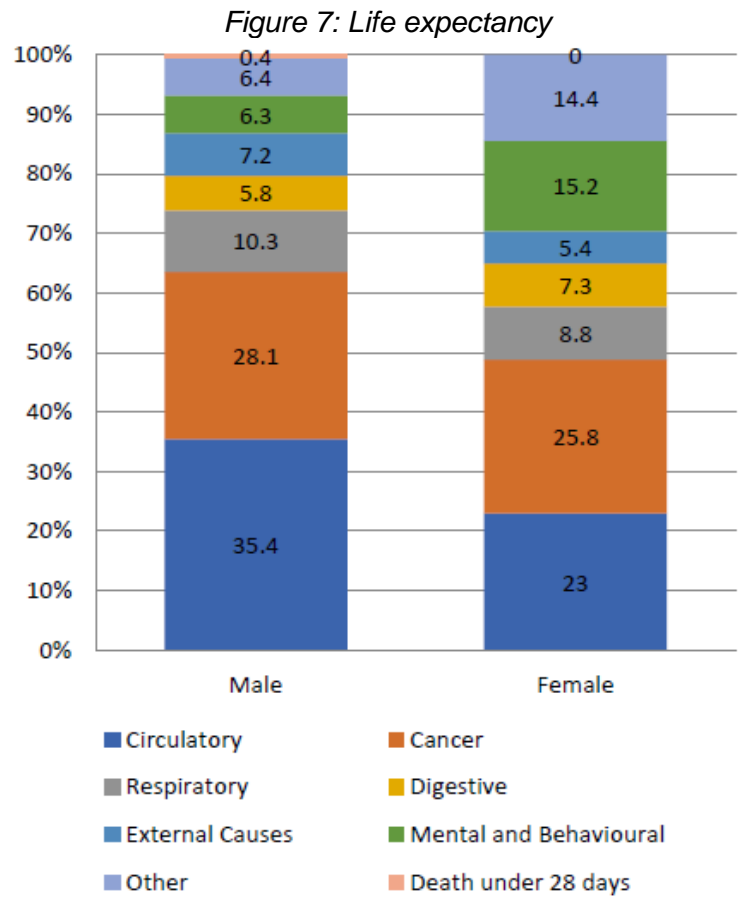


Health Inequality

65. The graph below shows the breakdown of the life expectancy gap between Barnet’s most deprived quintile and Barnet’s least deprived quintile, by broad cause of death, 2012-2014. There is a slight difference in the contributors from 2010-2012 where circulatory disease was the greatest contributor made to the life expectancy gap for both men and woman.
66. However, this year the biggest contributor to the life expectancy gap for woman was cancer and circulatory in males.

<sup>4</sup> (Source: ONS Life expectancy by ward 1999-2007)





67. Circulatory disease includes coronary heart disease and stroke. Respiratory disease includes flu, pneumonia and chronic obstructive airways disease. Digestive disease includes alcohol-related conditions such as chronic liver disease and cirrhosis. External causes include deaths from injury, poisoning and suicide. The mental and behavioural category includes dementia and Alzheimer’s disease.

Economic Conditions

The Labour Market

68. The table below shows the percentage of people in employment and those that are unemployed, as well as those who are economically active. The data indicates that Colindale has a higher rate of unemployment when compared to the borough and national average.

Table 10: Economic conditions

All people	Colindale (%)	Barnet (%)	Nationally (%)
Economic Active	70.4	75.8	76.8
In Employment	61.9	70	71
Unemployed	12.0	7.7	7.6

69. The largest majority of people who are economically inactive within the borough are students, followed by those people who are looking after home and family. This composition is slightly higher than the borough and national average.



Table 10: Economic inactivity

	Colindale (%)	Barnet (%)	England & Wales (%)
Economically inactive	29.6	24.2	23.2
Retired	2.2	3.0	4.9
Student	12.2	9.0	6.6
Looking after home or family	6.8	6.0	4.9
Long term sick or disabled	4.1	3.2	4.6
Other	4.3	3.1	2.3

70. Within Colindale, there is a lower proportion of people working as managers, professional and associate professionals when compared to the rest of the borough. In addition, Colindale has a higher proportion of people working within elementary positions and as process, plant and machine operatives.

Table 11: Occupations

	Colindale (%)	Barnet (%)	England and Wales (%)
Managers and senior officials	8.9%	13.6	10.8
Professional	16.2	24.7	17.4
Associate professional & secretarial	11.6	14.9	12.7
Administrative & Secretarial	10.4	11.6	11.4
Skilled trade	11.6	8.2	11.5
Personal services	10.1	8.2	9.4
Sales and customer services	10.8	6.8	8.4
Process plant and machine operatives	7.1	4.1	7.2
Elementary occupations	13.3	7.9	11.2

Land uses

71. Colindale has been identified as a district centre within the Town Centre Floorspace Needs Assessment (2009). The table below indicates that the area has a range of floorspace uses, with service floorspace being the most popular land use type.

Table 12: Land uses

	Convenience		Comparison		Service		Vacant		Total
	Sqm	%	Sqm	%	Sqm	%	Sqm	%	Sqm
Colindale	1,895	12.7%	4,318	29.0%	8,380	56.3%	288	1.9%	14,880

72. The Colindale – the Hyde district centre has a turnover of £1.4million and is performing at broadly average levels. The area has a low representation of multiple retailers at only 11% and has limited convenience provision.

73. Within Colindale Avenue, there are a number of companies and organisations located here including the Health Protection Agency which is a key employer in the area, as is the NHS Blood and Transplant Service which has land safeguarded within the Colindale Hospital

site for expansion if required. The Colindale Business Centre is also located within this area.

## **Transport**

### Road

74. Colindale Avenue is a key east/west link that crosses the Underground line, serves Colindale Underground station and links Colindale to the A5/Edgware Road. Although it is a key 'gateway' to the wider Colindale area, its current scale and character do not reflect its importance. The A5 is currently a major bus link and an important route for pedestrians and cyclists. Colindale Avenue is frequently congested on the approach to the A5.

### Walking and cycling

75. Colindale Avenue is seen a key pedestrian route within the wider area however, conditions for pedestrians are poor due to narrow footway width, particularly along the road bridge adjacent the station which is unable to adequately accommodate pushchairs and people with mobility issues. Ad hoc public realm surfacing, railings and cluttering of street furniture contribute to a poor visual appearance of the street scape in general. The wider area suffers from poor quality walking routes and connections to other parts of the borough, including green spaces such as Colindale Park and Montrose playing fields. This is due to the severance caused by the strategic road and rail network. Colindale Avenue is also heavily dominated with cars, with this transport mode having priority.

### Bus

76. Buses provide a vital service to local people, offering access to key services, jobs and education. Bus Services are somewhat limited with only a few services penetrating the surrounding area and only two bus services offering a service into Central London. While the A5/Edgware Road is a major north-south bus corridor, this runs along the western periphery of the AAP area and these services are not easily accessible from sites in the north of the SPD area. Currently, the main bus routes within and along Colindale Avenue include:

- Route 32 – Edgware bus station towards Kilburn Park
- Route 142- Watford junction station towards Brent Cross
- Route 204 – Sadbury town towards Edgware
- Route 634 – Soute Med towards Kilburn Park
- Route N5 – Edgware Bus Station towards Trafalgar Square
- Route N16 – Edgware Bus Station towards Victoria

### Rail

77. The area is serviced by Colindale underground tube station, on the Edgware branch of the Northern line, which serves the immediate area and is within zone 4. The underground provides quick and frequent connections into Euston and central London, which can be reached in approximately 21 minutes.

## **Environmental conditions**

### Carbon emissions

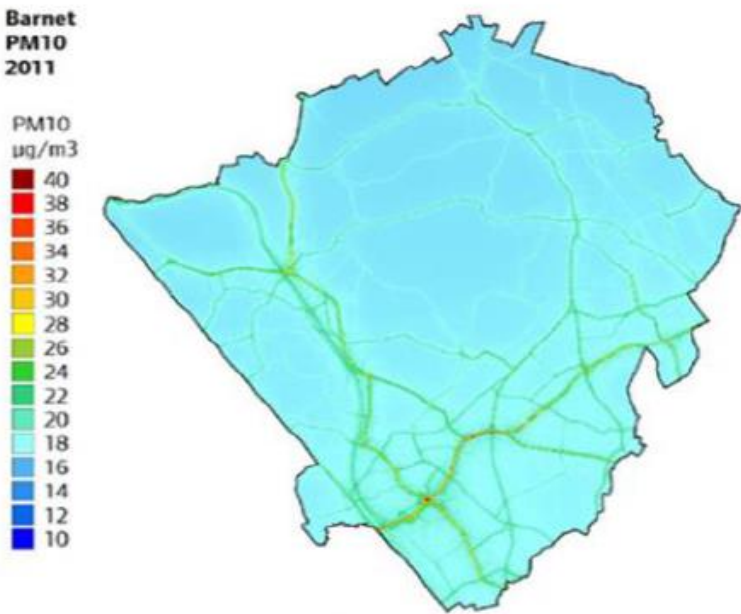
78. In 2012, per capita, CO2 emissions in Barnet were 4.4 tonnes per person, down from 5.4 tonnes per person in 2005. This was the fifteenth lowest in London, and below the Greater London rate of 5.2 (Department of Energy and Climate Change, 2012).

79. In 2012, the biggest source of CO2 emissions within Barnet was from homes (51.4%), with industry and commercial activity generating 24.3% of emissions and road transport creating 24.1%. The overall level of carbon emissions in Barnet fell from 1,759,400 tonnes of CO2 in 2005 to 1,600,300 tonnes of CO2 in 2012<sup>5</sup>.

Air quality

80. For the majority of the population the health impacts of air pollution are not obvious, however, smaller numbers of the population are more vulnerable to the effects of air pollution, as exposure to pollution can exacerbate existing health conditions including cardiovascular and respiratory disease. This can lead to restricted activity, hospital admissions and even premature mortality<sup>6</sup>.
81. In April 2001, the whole Borough was designated an Air Quality Management Area (AQMA). This was due to the predicted exceedance of the annual mean objective for nitrogen dioxide (NO2) and the 24-hour mean objective for particulates (PM10).
82. The one hour mean objective for nitrogen for the whole Borough was included in July 2010 due to exceedances of this objective at Golders Green bus station and high street locations across the Borough where the public may spend an hour or more. Traffic along the main roads in the Borough formed the primary source of the pollutants, particularly along the M1, A406, A1 and A41. Since then an Air Quality Action Plan 2017-2022, which replaces the previous plan 2003-2016, outlining the action the Council will take to improve air quality came into place.
83. Figures 8 and 9 spatially represent the annual mean concentrations of NO2 and PM10 in Barnet. Generally, the levels of NO2 and PM10 are quite low within the Borough, although there are concentrated areas of higher pollution levels around some of the main arterial roads within the Borough.

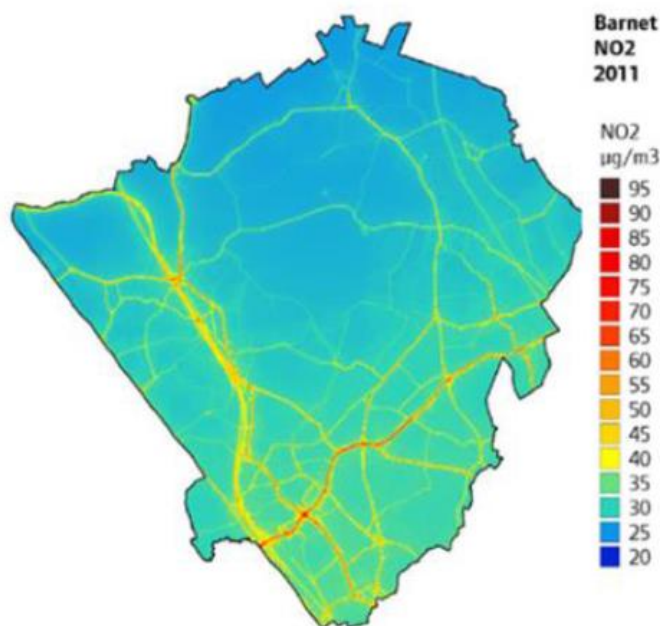
Figure 8: Annual Mean Concentration of NO2 in Barnet, 2011



<sup>5</sup> Banet joint Strategic Needs Assessment (2015)

<sup>6</sup> Greater London Authority (2013)

Figure 9: Air Quality in Barnet a Guide for Public Health Professionals, 2011



## Land contamination

84. Contamination of land may threaten public health and safety, the natural environment, the built environment and economic activities, through its impacts on the users of the land, and on neighbouring users. The presence of contamination can affect or restrict the beneficial use of land, although development presents an opportunity to deal with it. Land contamination is therefore a material planning consideration in the preparation of development plan documents and in taking decisions on individual planning applications.
85. The term “contaminated land” is defined in the Environmental Protection Act (1990) (with amendments made in the Environment Act 1995 (Part 2A) and the Radioactive Contaminated Land (Modification of Enactments) (England) Regulations 2006) as: “Any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in on or under the land, that: Significant harm is being caused or there is a significant possibility of such harm being caused; or Pollution of controlled waters is being, or is likely to be caused”. There are no contaminated land sites within a 250 km radius of the SPD area. There are also no groundwater Source Protection Zones underlying or in the near vicinity of the site.

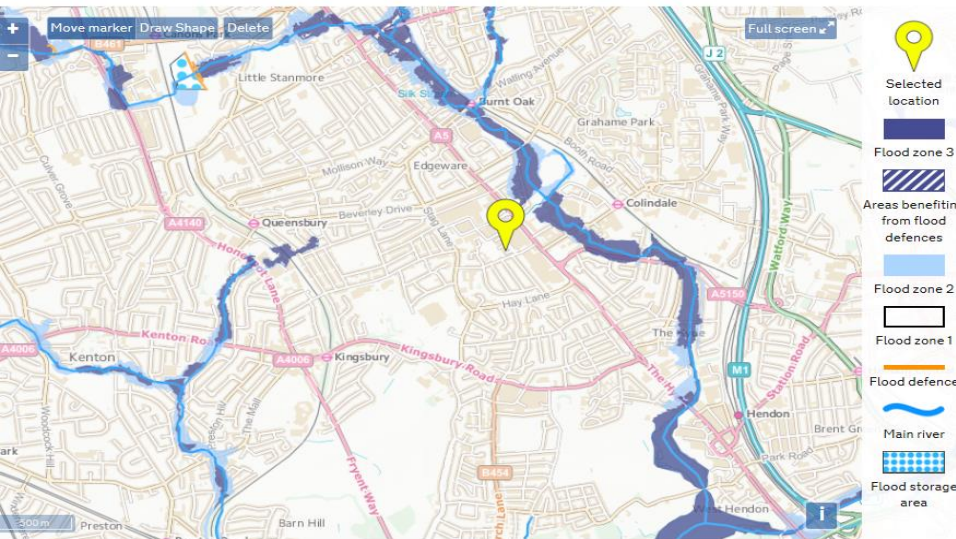
## Flooding

86. Colindale is located within the Silk Stream catchment (a tributary of the Brent River). The Silk Stream has been identified as a flood risk by the Environment Agency. The Silk Stream is more than 200 metres from the SPD boundary. There are no groundwater Source Protection Zones in the vicinity of the site.
87. There are no formal flood defences in the Colindale Area, however, the Silk Stream flood alleviation scheme has been completed, which provides flood storage upstream.
88. The SPD boundary lies within Flood Zone 1 which is land assessed as having a less than 1 in 1000 annual probability of river or sea flooding or less than 0.1% chance of flooding in

any year. In terms of fluvial (river) flood risk this is the lowest risk zone and therefore all types of development are appropriate in this zone according to Table 3 of the Planning Practice Guidance (Flood Risk and Coastal Change) (please see appendix 1).

89. The West London Strategic Flood Risk Assessment (WSFRA) has mapped flood risk within Barnet, including areas at risk from surface water flooding in the 1 in 100-year extent (known as Flood Zone 3a Surface Water). There are some very small areas of Flood Zone 3a Surface Water close to or within the boundary of the SPD. Guidance within the boundary of the SPD area. Guidance within the WSDRA states that boroughs should consider implementation of further surface water flood risk mitigation requirements for proposed developments within Flood Zone 3a where the development is also within the 1 in 30 year RoFSW mapped extents.

Figure 10: Likelihood of flood risk



Source: Environment Agency

**Sewer Flooding**

90. Sewer flooding is often caused by excess surface water entering the drainage network. The sewerage system across west London was installed in the early 20th century and was predominantly designed to accommodate green field run off. This was expanded in 1930's to accommodate increasing population, however, did not take account of any increased water runoff. Expanding urban areas within the borough has led to more impermeable surface coverage, causing significant increase in surface water runoff and causing the surface water drainage system being overwhelmed on a more frequent basis. Surface water flooding is likely to be more common across the borough as the capacity below ground infrastructure weakens, representing increased flood risk.

**Water Quality and resources**

91. Barnet is predominantly within the Brent catchment, but also covers part of the Lower Lee catchment in the north-east and the Colne catchment in the north-west. Water quality in Barnet is impacted by urban diffuse pollution because:

- The boroughs main water course flows through developed urban areas with impermeable surfaces, and over London Clay, so they respond quickly to rainfall. Urban run-off carries pollutants directly into the rivers;



- Misconnections, caused by the incorrect installation of domestic and industrial plumbing, mean untreated water is discharged directly into the watercourse. This is a particular problem for the smaller tributaries where there is less dilution. A programme was initiated between the Environment Agency and Thames Water to tackle the problem of domestic misconnections; and
- There are three Water Framework Directive designated rivers that flow through Barnet (Silk Stream/Edgware Brook, Dollis Brook and Pymmes Brook).

92. Data from 2009/10 indicates that the average consumption of water by households in 2009/10 was 170 per person per day. In order that Barnet households achieve the target set out in the current Local Plan of 105 litres or less per head per day, water conservation needs to be addressed in new development.

**Climatic factors**

Available scientific evidence supports the current understanding that global warming causes climate change. London is vulnerable to extreme weather, in the form of floods, droughts, heatwaves and very cold weather.

The Governments climate change projections from 2009 suggest that by 2050, London could see an increase in mean summer temperature of 2.7 degrees, an increase in mean winter rainfall of 15 % and a decrease in mean summer rainfall of 18 % over a 1961 – 1990 baseline. The impacts of a changing climate in London are shown in Table 13.

Table 13: Climate

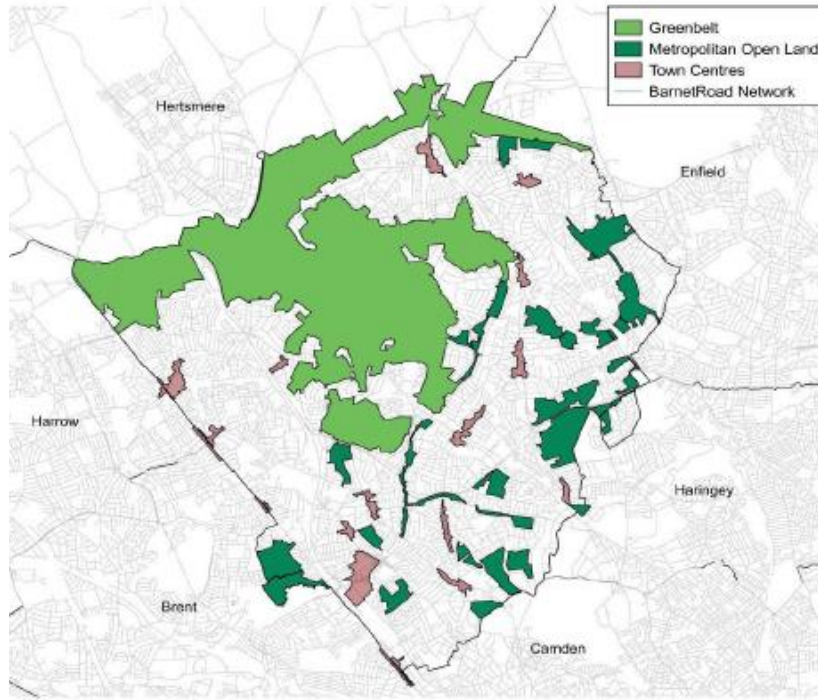
Rising temperatures	Summers will be hotter. By the middle of the century, the average summer day is projected to be 2.7°C warmer and very hot days 6.5°C warmer than the baseline average. By the end of the century the average summer day is likely to be 3.9°C warmer and the hottest day of the year could be 10°C hotter than the hottest day today. Winters will be warmer, with the average, mid-century winter’s day being 2.2°C warmer and a very warm winter day 3.5°C above the baseline. Very cold winters will still occur, but will occur less frequently.
Seasonal rainfall	Summers will be drier. By the middle of the century, the average summer is projected to be 19% drier and the driest summer 39% drier than the baseline average. By the end of century average summers could be 23% drier. Winters will be wetter. By the middle of the century, the average winter is projected to be 15% wetter and the wettest winter 33% wetter than the baseline average.
Tidal surges	Tidal surges are not projected to increase in frequency or height, except under an extreme scenario, where a 70cm increase has been projected.
Sea level rise	Sea levels are projected to rise by up to 96cms by the end of the century. An extreme projection of a 2 metre increase has been generated using the latest ice-sheet modelling published after the IPCC (Intergovernmental Panel on Climate Change) Fourth Assessment report.

Source: The Mayors Climate Change Strategy, GLA, 2011

**Nature conservation**

1. Barnet is rich in green spaces and biodiversity containing 68 Sites of Importance for Nature Conservation, including seven of which are local nature reserves. The Brent Reservoir, (also known as the Welsh Harp) which lies partly in the Borough, is a Site of Special Scientific Interest. There are three landscape character types in Barnet - the Barnet Plateau, Finchley Ridge and Hampstead Ridge each with their own natural signatures. It should also be noted that parts of the River Brent and Silk Stream are part of the Blue-Ribbon Network. There are no sites of importance for nature conservation within Colindale.

*Figure 11: Green and open space in Barnet*



*Source: Green Infrastructure Supplementary Planning Document*

## Open space

2. Barnet has 888 ha of greenspace provision, this includes parks, playgrounds, sports sites, natural and semi- greenspaces and other miscellaneous sites. A total of 4565.2 ha of this is made up of publicly accessible parkland.
3. Eight regeneration and intensification areas have been identified across the borough, including:
  - Dollis Valley
  - Mill Hill East
  - Granville Road
  - Brent Cross/Cricklewood
  - West Hendon
  - Colindale
  - Grahame Park
  - Stonegrove/Spur Road

4. Seven of these regeneration areas within Barnet will include new high-quality greenspace. This will result in an investment of approximately £20 million in new parks across the borough.
5. Investment from all of these sources will be evenly distributed across the borough, but more will be spent in the south and west of the borough because this is where population growth will be greatest over the new 20 years.
6. As part of the action plan set out in the Open Space Strategy for Barnet, there will be investment in parks and open spaces at Colindale and Burnt Oak associated with regeneration improvements, including improvements to Montrose Playing Fields, Silk Stream Park, Heybourne Park and Colindale Park by 2021.
7. Within Colindale ward, there a number of open spaces surrounding the SPD area:
  - Montrose Playing park
  - Colindale Park
  - Silkstream park
  - Field Mead open space
  - Heybourne Park
  - Rushgrove Park

### **Waste and Recycling**

8. In Barnet, the recycling rate for 2014/15 was 37.95% and in 2015/16 it was 36.38% against a target of 42%. In 2014/15 634.96kg of waste per household was disposed of and during 2015/16 646.80kgs was disposed of.

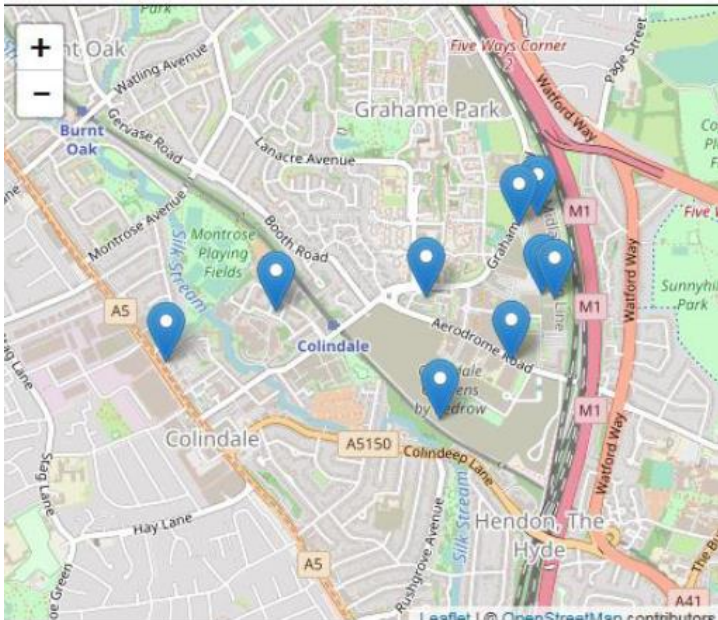
### **Heritage and Protection of the historic environment**

9. In Barnet, there are over 2,200 Listed Buildings and 1,600 buildings on the Local List. In addition, there are two Scheduled Ancient Monuments at Brockley Hill in Edgware and Manor House in Finchley, four registered Historic Parks and Gardens at East Finchley Cemetery, Avenue House Grounds, Golder Green Crematorium and St Pancras and Islington Cemetery. The Borough has 16 designated conservation areas which are areas of special architectural or historic interest that are considered worthy of protection or enhancement.
10. There are nine listed buildings in Colindale ward, including:
  - Colindale hospital administrative block – Grade II
  - Former control Tower, Watch Office, Aircraft Factory and Factory office and Hendon Aerodrome - Grade II
  - Former entrance gates to the Grahame White Aviation company - Grade II
  - Grahame White Hangar - Grade II
  - Milestone Between Greenway and Annesley Avenue - Grade II
  - Police box in Cottenham Dive, Peel Centre - Grade II
  - Royal Air Force Museum - Grade II
  - Royal Air Force Officers Mess - Grade II
  - Statue of Sir Robert Peel, Peel Centre - Grade II
  - Aeroville social housing development - Grade II

There are no assets within the area that are on the 'Heritage at Risk' register.



Figure 12: Listed buildings in Colindale Ward



Stage A3: Identify Key Sustainability Issus and Problems

- 11. The table below identifies key sustainability issues that have been identified which future sustainability appraisals should aim to address.
- 12. These issues have been identified through a survey of existing council baseline data and through monitoring, engagement with stakeholders, a review of relevant policies, strategies and programmes and other information about the Borough.
- 13. The issues have been set out under the headings of ‘social’, ‘economic’ and ‘environmental’. Some of the issues do cut across more than one of these categories. To avoid duplication the cross cutting issues have been limited to one category only.

Social	
Housing to meet the needs of a diverse community	Housing is unaffordable for those on low incomes. Colindale has, on average, a lower household income than the borough average. In 2018 the average house prices for Colindale were over 10 times the average median annual income.
Crime and the fear of crime	The LSOA indices of deprivation evidence suggests that there are relatively high levels of crime within the ward, with a number of LSOAS falling within the 20% most deprived

	nationally. However, baseline data shows that the overall crime rate is slightly lower than the borough average.
<b>Economic</b>	
<b>Public transport</b>	The area has good public transport connections but there is a lack of connectivity between east and west of borough. There is a need to maximise existing and future movement opportunities including links green spaces and pedestrian and cycle connections.
<b>Job opportunities</b>	There is a high proportion of people with high level 4 qualification and the people who are economically inactive are made up of students and those who are looking after home or family.
<b>Environmental</b>	
<b>Poor air quality</b>	Addressing congestion key arterial routes may help reduce poor air quality and reduce impacts on human health. Encouraging use of other forms of transport is also important including walking and cycling.
<b>Protection, provision and improved access to open space</b>	Improving the access and promoting the open spaces surrounding Colindale with improved pedestrian and cycling links will help encourage peoples uses of these spaces, improving human health
<b>Protection of the historic environment</b>	The demand for growth in the Borough, particularly around Colindale will create greater need to protect Barnet's heritage and the historic environment.
<b>Enhance and protect biodiversity in the Borough</b>	The Borough is home to a number of sites of nature conservations which will need to be afforded greater protection as pressure from development increases.



Stage A4: Develop the Sustainability Appraisal Framework

14. The table below sets out the objectives which have been used to assess the Colindale Underground Station SPD

E C O N O M I C		
Objectives	Prompt questions	Indicators
1. Encourage sustainable economic growth and economic regeneration	<ul style="list-style-type: none"><li>• Increase the vitality and viability of existing town centres, local centres and parades?</li><li>• Improve business development?</li><li>• Enhance the image of the area as a good business location?</li><li>• Help diversify the economy?</li><li>• Have a positive impact on the local economy?</li></ul>	<ul style="list-style-type: none"><li>• Number and range of businesses operating in the borough, including formation and survival rates</li><li>• Number of local employers paying at least the London Living Wage</li><li>• Employment floorspace lost/retained/created</li></ul>
2. Increase the opportunities for rewarding and satisfying employment	<ul style="list-style-type: none"><li>• Help to reduce unemployment?</li><li>• Encourage the retention and or/growth of local employment and training opportunities in the most deprived areas?</li><li>• Improve the range of job opportunities for all local people?</li><li>• Result in the loss of employment land?</li><li>• Increase the number of higher paid jobs in the Borough?</li></ul>	<ul style="list-style-type: none"><li>• Employment floorspace lost/retained/created</li><li>• Proportion of residents who are economically inactive</li><li>• Proportion of 16-18years old not in education, employment or training</li><li>• Proportion of residents with no qualification</li></ul>
3. To provide the necessary infrastructure to support existing and future growth	<ul style="list-style-type: none"><li>• Provide the necessary social infrastructure to meet existing and future local needs?</li><li>• Provide enough green infrastructure for the health and well-being of local residents that also contributes to climate change adaptation, biodiversity and water quality?</li><li>• Provide enough physical infrastructure?</li></ul>	<ul style="list-style-type: none"><li>• Density levels achieved against London Plan targets</li><li>• Progress against infrastructure investment programmes</li><li>• Provision of green and open space in the ward</li></ul>
E N V I R O N M E N T A L		

<b>4. To reduce contributions to climate change and reduce the risk of flooding</b>	<ul style="list-style-type: none"> <li>• Reduce CO2 and other greenhouse gas emissions?</li> <li>• Reduce consumption of energy resources?</li> <li>• Use renewable resources of energy generation?</li> <li>• Increase energy efficiency in the Borough's housing and other building stocks?</li> <li>• Contributes to climate change adaptation?</li> <li>• Minimise the risk of flooding to any vulnerable properties?</li> <li>• Promote the use of sustainable urban drainage systems?</li> <li>• Increase or reduce the risk of flooding to people and property?</li> <li>• Limit types of development in areas at risk of flooding?</li> </ul>	<ul style="list-style-type: none"> <li>• % of / number of new developments incorporating flood mitigation measures in their design to reduce flood risk e.g. SUDS, evacuation plans, etc</li> <li>• Proportion of developments incorporating low carbon technology and renewable energy solutions</li> </ul>
<b>5. To protect and enhance the quality of landscape, townscape and local distinctiveness</b>	<ul style="list-style-type: none"> <li>• Conserve and enhance local landscape and visual amenity?</li> <li>• Improve the relationship between different buildings, streets, parks and waterways and other spaces that make up the townscape character?</li> <li>• Promote high quality design that relates to immediate surroundings?</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of new public space and pedestrian routes created by new development</li> <li>• Proportion of new developments and public spaces designed to be inclusive</li> <li>• Number of developments with BREEAM scores of very good or excellent</li> <li>• Healthy street scores</li> <li>• Overall crime rates in the ward and fear of crime</li> </ul>
<b>6. To promote sustainable transport and reduce the need to travel by car</b>	<ul style="list-style-type: none"> <li>• Encourage development at locations that enable walking, cycling and/or the use of public transport?</li> <li>• Encourage development at locations connected to local services and facilities?</li> <li>• Reduce the need to travel by car?</li> <li>• Reduce the number and length of journeys made by car?</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance mode split in favour of active transport, and secondly public transport in the ward/borough</li> <li>• Location of major transport generating demand developments</li> <li>• Distribution of local services across the ward</li> <li>• Proportion of car-free housing</li> <li>• Motor traffic flows through the borough</li> <li>• Proportion of new homes and other floorspace within areas of PTAL scores of 4 or more</li> <li>• PTAL levels</li> </ul>

<b>7. To conserve and enhance open spaces, green corridors and biodiversity</b>	<ul style="list-style-type: none"> <li>• Encourage development on previously developed land?</li> <li>• Improve the quality and access to open spaces in areas of deficiency?</li> <li>• Provide a range of play spaces for children and young people?</li> <li>• Maintain, enhance and create green infrastructure assets and networks; such as green space, public rights of way, open recreation and sports facilities?</li> <li>• Help protect and enhance biodiversity in the area and in particular avoid harm to protected species and habitats?</li> <li>• Protect and provide opportunities for creating/enhancing/improving sites designated for their nature conservation value?</li> </ul>	<ul style="list-style-type: none"> <li>• Open spaces and Green Infrastructure linkages lost/gained/improved</li> <li>• Open space deficiency</li> <li>• Access to public open space</li> <li>• Number of sports/playing fields and outdoor recreation spaces</li> </ul>
<b>8. To conserve and enhance the historic environment and cultural assets</b>	<ul style="list-style-type: none"> <li>• Protect sites, features and areas of historical, archaeological and cultural value and their setting in and around Barnet?</li> <li>• Ensure Barnet's historic environment contributes to social and cultural life in the borough?</li> <li>• Encourage management plans to be actively prepared and implemented??</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new heritage assets identified and appropriately conserved</li> <li>• Number of heritage assets at risk</li> <li>• Change in the number of protected landmarks</li> <li>• Progress on updating and implementing management plans</li> </ul>
<b>9. To reduce the risk of flooding</b>	<ul style="list-style-type: none"> <li>• Protect the quality of rivers and groundwater?</li> <li>• Prevent the deterioration of the water quality of rivers and groundwater?</li> <li>• Avoid areas lacking a sewerage network or areas with network capacity issues?</li> </ul>	<ul style="list-style-type: none"> <li>• Number of developments approved against the recommendation of the statutory water/sewerage undertaker on low pressure/flooding grounds</li> </ul>

<b>10. To improve air quality</b>	<ul style="list-style-type: none"> <li>• Improve air quality?</li> <li>• Help to reduce emissions of PM10 and NO2?</li> <li>• Minimise construction impacts, such as dust, noise, vibration and odours?</li> </ul>	<ul style="list-style-type: none"> <li>• Annual average concentrations and number of hourly exceedances of Nitrogen dioxide in air</li> <li>• Annual average concentrations and number of daily exceedances of PM10 in air</li> </ul>
<b>11. To encourage sustainable use of resources</b>	<ul style="list-style-type: none"> <li>• Encourage water efficiency and drought resilience?</li> <li>• Reduce consumption of energy and reliance on fossil fuels?</li> <li>• Promote the reduction of waste during construction/operation?</li> <li>• Minimise the production of household and commercial waste?</li> <li>• Promote sustainable processing of waste, such as recycling, energy from waste and composting?</li> </ul>	<ul style="list-style-type: none"> <li>• Water use per capita</li> <li>• Residual household recycling rates in the borough</li> <li>• Percentage of household and construction waste sent for reuse, recycling and composting</li> <li>• Percentage of municipal waste sent to landfill</li> </ul>
<b>S O C I A L</b>		
<b>12. To improve the health of the population</b>	<ul style="list-style-type: none"> <li>• Encourage and facilitate healthy living and active lifestyles amongst different groups?</li> <li>• Provide opportunities for sport and recreation?</li> <li>• Assist in tackling health inequalities in the Borough?</li> <li>• Improve access to health and social care services for all sectors of the community?</li> <li>• Maintain, enhance and create green infrastructure for recreation, exercise and locally produced food?</li> <li>• Promote non-polluting forms of transport?</li> <li>• Help to improve mental and emotional health, reducing social exclusion, especially for those with poor mobility?</li> <li>• Reduce exposure to poor air quality?</li> </ul>	<ul style="list-style-type: none"> <li>• Indicators set out in the Mayor's Health Inequalities Strategy</li> <li>• Percentage of the population participating in 30 minutes of moderate intensity sport</li> <li>• Healthy street scores</li> <li>• Mortality rate</li> <li>• Number of patients registered at GP surgery</li> <li>• Proportion of the borough deficient in relation to local sports facilities</li> </ul>
<b>13. To improve the skills and education of the population</b>	<ul style="list-style-type: none"> <li>• Provide opportunities for improving the skills and qualifications of the population?</li> <li>• Help improve employee education/training programmes?</li> <li>• Help improve access to education for all?</li> </ul>	<ul style="list-style-type: none"> <li>• Jobs, employment and activity rates</li> </ul>

<b>14. To provide everyone with the opportunity to live in a decent and affordable home</b>	<ul style="list-style-type: none"> <li>• Improve the supply of housing?</li> <li>• Encourage the range of housing type, size and tenure to meet identified current and future needs of existing and future local residents?</li> <li>• Increase access to good quality and more affordable housing for all?</li> </ul>	<ul style="list-style-type: none"> <li>• Number new homes completed</li> <li>• Proportion of affordable housing delivered</li> <li>• Income to average house price ratio</li> <li>• Housing quality</li> <li>• Proportion of homes split by different tenures within the census</li> <li>• Homeless households in temporary accommodation</li> </ul>
<b>15. To reduce crime and the fear of crime.</b>	<ul style="list-style-type: none"> <li>• Improve safety and security?</li> <li>• Encourage measures to reduce crime and the fear of crime?</li> <li>• Encourage a strong and cohesive community?</li> <li>• Reduce antisocial behaviour by designing out crime?</li> </ul>	<ul style="list-style-type: none"> <li>• Overall crime rates in the borough and fear of crime</li> <li>• Programmes / plans/ strategies to reduce crime in the ward/borough</li> </ul>
<b>16. To promote social inclusion, equality, diversity and community cohesion</b>	<ul style="list-style-type: none"> <li>• Reduce inequality and the negative consequences of relative poverty?</li> <li>• Reduce social exclusion and ensure that everyone has access to the same opportunities?</li> <li>• Promote fairness, social cohesion and integration?</li> <li>• Promote equity between population groups and those with protected characteristics?</li> <li>• Support active engagement of the wider community in decisions that affect their area?</li> <li>• Encourage active and connected, strong and cohesive community?</li> </ul>	<ul style="list-style-type: none"> <li>• Relative ranking for indices of multiple deprivations (IMD) – income, employment</li> <li>• Relative ranking for income deprivation affecting children index (IDACI) and income deprivation affecting older people index (IDAOPI)</li> <li>• Number of households in fuel poverty</li> <li>• % public buildings fully accessible</li> </ul>





## Monitoring

104. It is important that the SPD is monitored to keep track of whether it is working in the way it should. This report has identified indicators that should be used to monitor the SPD. The most appropriate way to monitor the SPD is through the Council's Annual Monitoring Report (AMR). The AMR monitors the type of development that is occurring as a result of all of all of the council's planning policies and guidance and the effects development is having in terms of sustainability. Where new indicators have been identified, through the SA process, these can be added to the AMR.

Appendix 1

Flood Zones	Flood Risk Vulnerability Classification				
	Essential infrastructure	Highly vulnerable	More vulnerable	Less vulnerable	Water compatible
Zone 1	✓	✓	✓	✓	✓
Zone 2	✓	Exception Test required	✓	✓	✓
Zone 3a †	Exception Test required †	✗	Exception Test required	✓	✓
Zone 3b *	Exception Test required *	✗	✗	✗	✓*

Key:

- ✓ Development is appropriate
- ✗ Development should not be permitted.

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# **Colindale Underground Station Supplementary Planning Document (SPD)**

## **Equalities Impact Assessment (EqIA)**

February 2019

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## Section 1: Introduction

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.
2. This Equalities Impact Assessment has been prepared as a supporting document for the Colindale Underground Station 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.
3. The SPD has been produced to support and guide appropriate development, change, investment and improvements in the future of the area over the next 10 to 15 years.

## Section 2: Equalities Impact Assessment and Target Groups

4. The purpose of this Equality Impact Assessment is to ensure the Colindale Underground Station SPD 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.
5. This EqIA is an opportunity to consider whether a policy, strategy or approach, affects all groups in the same way or whether there are any significant positive, negative or neutral impacts 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.

## Policy context

6. This section sets out the local policy context on equality and diversity within London Borough of Barnet.

## Barnet Corporate Plan 2015 - 2020<sup>1</sup> (April 2015)

7. 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'.
8. The Corporate Plan describes how the consideration of equalities is embodied into decision making and 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.
9. 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 2014<sup>2</sup>

10. 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. With this in mind all efforts to achieve equality among citizens will be taken by all deciding parties involved.

## EqIA Methodology and Assessment

11. The EqIA assessment has been carried out in accordance with Barnet's Equalities Policy 2014<sup>3</sup> and the GLA's guidance on equality and diversity: Equal Life Chances for All 2014.<sup>4</sup>

The step-by-step methodology is as follows:

- Information gathering regarding evidence on needs and priorities
  - EqIA
  - Consultation
  - Final Assessment
12. 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;

<sup>1</sup> Corporate Plan 2015 – 2020 <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

<sup>2</sup> <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>

<sup>3</sup> <https://www.barnet.gov.uk/citizen-home/search.html?keywords=Barnet+Equalities+Strategy>

<sup>4</sup> <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>



- Foster community cohesion
13. The assessment considers the impact various elements of the proposed spatial development have on each of the equalities groups. The EqIA 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.
  14. The EqIA also considers the impact on unemployed people, people from areas of high deprivation
  15. 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 the Council is fully aware of the implications the proposal may have from the prospective of equalities in decision making.
  16. 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.
  17. 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.
  18. The EqIA uses a range of sources to inform the analysis.

### Section 3: Colindale Underground Station SPD: Redevelopment Context

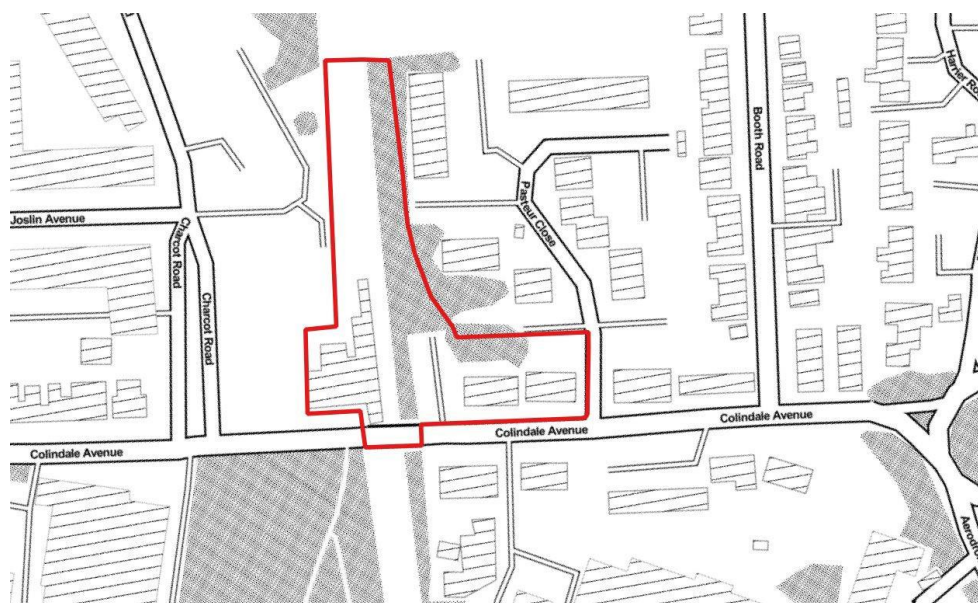
#### Site and Surrounding Area

19. The SPD area is approximately 0.66 hectares (ha) and is located 10 miles from central London in the south west of the borough within the Colindale ward.
20. The SPD boundary is focused along Colindale Avenue and stretching from Colindale Station at the western end along to Pasteur Close at the eastern end and extending northwards to include part of the rail embankment to the north-east of the station. It is a mixed-use area, comprising Colindale Tube Station (zone 4 – Northern Line), residential units (majority of which are two storey terraced units), a retail unit within Colindale Station and a TfL car park with 23 spaces available to the public on a pay and display basis (including two disabled parking spaces). The area is well served by the strategic road network with good access to the A5 to the west and the A41/A1 to the east.
21. The surrounding residential area comprises a mix of two storey terrace houses or semi-detached housing dating back to the post war period and a modern style of larger block housing extending up to 18 storeys.

#### Colindale Underground Station SPD Boundary

22. The map below shows the area of coverage for the SPD.

Figure 1: Colindale SPD Boundary



#### The SPD, Status and Objectives

23. The SPD is intended to be a high-level strategy for the redevelopment of Colindale Tube Station 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 Colindale Area Action Plan (AAP), 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 Colindale. 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 Colindale.

24. The SPD will provide guidance on the application of planning policy within the Colindale and will be a material consideration in the planning process for all applications associated with:

- The redevelopment of Colindale Tube Station;
- Construction of an over-station development;
- Mixed-use, residential-led development; and
- Delivery of highway, public realm and bridge improvements on Colindale Avenue immediately adjacent to the Tube Station

25. The overall objectives of this SPD are to:

- Establish the policy and design context for a new replacement tube station and associated development.
- Provide supplementary detail to policies contained within the LBB Core Strategy (2012), development Management Policies (2012) and the Colindale Area Action Plan (CAAP) (2010), as well as the Mayor of London's London Plan.
- Explain how development will be delivered and infrastructure investments secured
- Engage all interested stakeholders in the development process.

## **Redevelopment of the station:**

26. The Colindale Underground Station SPD Scoping Report identified a number of key issues and challenges associated with the current station and surrounding site. In order to address these issues, the SPD aims to achieve the following:

- Redevelopment of the site to knit together all the individual Colindale schemes into a cohesive community.
- Repositioning of the station to allow for improved pedestrian access into/out of the station.
- Improved pedestrian access to new commercial centre (current Peel Centre planning application) and Montrose Park.
- Delivery of step free access
- Footway widening along this part of Colindale Avenue.
- Bridge widening to reduce the pinch-point effect.
- Possible introduction of cycle-ways.
- New bus stopping area.
- Redevelopment of existing station to provide aspect onto the piazza.
- Redevelopment of the car-park within the overall station development to improve the aesthetic quality.
- Potential replacement of properties at Nos. 167 to 173 Colindale Avenue and Agar House, Colindale Avenue, with new mixed-use development with commercial at ground floor and residential above, set back from the current boundary-line to allow for pavement widening.

### **Proposed Land Use Mix**

27. Redevelopment of Colindale Tube Station is to include a new replacement station with step-free access as well as mixed-use development comprising both residential and commercial land use.
28. New residential development will be supported throughout the SPD area. The SPD highlights that commercial use will be supported on the ground floor of the station to keep an active use along the through-fare.

## Section 4: Baseline of protected characteristics

### Resident population

29. The demographic profile of the Colindale ward is highlighted below. This shows the proportion of people with protected characteristics living within the SPD area and uses the London Borough of Barnet, London and England as comparators.

### Population

Table 1: Barnet Population Figures

Ward	2011	2017	% change
Burnt Oak	18,300	20,050	9.5
Childs Hill	20,100	22,100	9.9
Colindale	<b>17,150</b>	<b>25,750</b>	<b>50.1</b>
Coppetts	17,300	17,900	3.4
East Barnet	16,200	16,950	4.6
East Finchley	16,050	17,200	7.1
Edgware	16,800	20,000	19
Finchley Church End	15,800	16,800	6.3
Garden Suburb	16,000	16,750	4.6
Golders Green	18,900	20,650	9.2
Hale	17,500	18,400	5.1
Hendon	18,550	19,900	7.2
High Barnet	15,350	15,800	2.9
Mill Hill	18,500	20,700	11.8
Oakleigh	15,850	16,600	4.7
Totteridge	15,200	16,300	7.2
Underhill	16,000	16,450	2.8
West Finchley	16,600	17,600	6
West Hendon	17,450	19,950	14.3
Woodhouse	17,650	18,650	5.6
Barnet	357,650	391,250	9.3

Source: GLA 2015 Round Demographic Projections (2016)

30. In 2017, the population of Colindale was estimated to be 25,750. This represents a 50% increase from 2011 figures and is the highest population increase in the whole borough.

## Age

31. Table 3 shows the population by age for the ward and the borough.

Table 2: Resident Age Profile

Age profile	0 – 14	15 – 39	40 – 59	60 – 79	80+
Colindale	21%	47%	21%	10%	1%
Barnet	21%	35%	26%	14%	4%

Source: Census 2011

32. The table shows the following:

- The age structure within Colindale mirrors that of the borough as a whole in the younger age groups (0-14).
- The proportion of people within Colindale ward in the 15 – 39 age brackets is higher than the borough average.
- The ward has a higher proportion of people in the 15-39 age group but has significantly lower portion of people in the 80+ age group.

## Sex

Table 3 below shows the proportion of the population who are male and female in Colindale ward and Barnet, compared to London and England. The ratio of men and women in Colindale is in line with the national average. Table 4 shows the gender ratio within Colindale ward, compared against the borough, London and national average.

Table 3: Colindale Gender Profile

	Ward	Barnet	London	Nationally
Male	50%	49.4%	49.8%	49.4%
Female	50%	50.6%	50.2%	50.6%

Source: GLA 2015 Round Demographic Projections (2016)

## Gender reassignment

33. There are no official or census data for the number of gender variant people on a ward or borough wider basis. However, the ONS estimates that the size of the trans community in the UK could range from 65,000 to 300,000<sup>5</sup>.

## Pregnancy and Maternity

34. Table 5 below shows the number of live births, the General Fertility Rate and the Total Fertility Rate for London Borough of Barnet, London and nationally. No data is currently available for pregnancy and maternity at a ward level.

Table 4: pregnancy and maternity

Births and fertility rate	London borough of Barnet	London	Nationally
Live births	5,190	126,308	679,106

<sup>5</sup> ONS (2009): 'Trans Data Position Paper'.

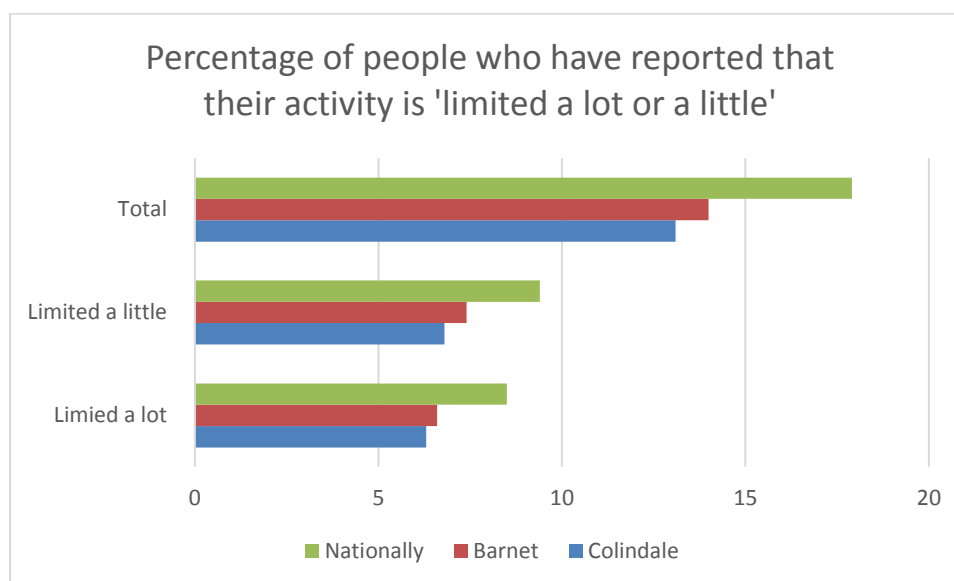
General fertility rate	64.3	62.9	61.0
Total fertility rate	1.77	1.70	1,76

35. London Borough of Barnet has a lower general fertility rate (number of live births per 1000 women) than London and England.

## Disability

36. Figure 2 shows the proportion of the population with a disability that limits their day-to-day activities according to the ward, borough and nationally.

Figure 2: Household Disability Levels



Source: Census 2011

37. The graph above shows the following:

- Colindale ward has a lower proportion of people describing themselves as having their day-to-day activities limited a little (6.3%) when compared to the borough (7.4%) and nationally (6.8%)
- The ward also has a lower than average number of people whose day-to-day activities are limited a lot by a long-term illness or disability (6.3%) when compared to the borough (6.6%) and nationally (8.5%)

## Race and ethnicity

38. Table 5 provides a breakdown of the population of Colindale ward by ethnicity, compared to other wards within London Borough of Barnet. Table 6 provides a further breakdown of ethnicity within Colindale ward and Barnet.

Table 5: Population by race

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%
<b>Colindale</b>	<b>40.1%</b>	<b>6.2%</b>	<b>28.9%</b>	<b>19.2%</b>	<b>5.6%</b>
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



Table 6: Ethnicity

Ethnicity	White - British	White - Irish	Gypsy	Other White	White and Black Caribbean	White and Black African	White and Asian	Other Mixed	Indian	Pakistani	Bangladeshi	Chinese	Other Asian	Black African	Black Caribbean	Other Black	Arab	Any other ethnic groups
Colindale %	23	2.6	0	15	1.2	1.9	1.5	1.7	9.4	3.5	0.6	4.9	11	15	2.2	2.4	3	2.7
Barnet %	40	2.2	18	40	0.9	1	1.8	1.7	7.6	1.6	0.6	2.7	7.7	5.8	1.2	1.1	2	4.1

39. Table 5 and 6 shows the following:

- Approximately 40 of Barnet residents identify themselves as belonging to the White ethnic group.
- A further 39 identify themselves as belonging to Asian \ Asian Asian British group,
- Table xx shows that there is a high proportion of people from Black and Black British background, which is comparatively higher than the borough average

## Religion

40. Table 7 below provides a religious profile of Colindale ward, compared with Barnet, London and nationally.

Table 7: Barnet's Religious Diversity

Religion 2011	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other religion	No religion	Religion not stated
Colindale	46.6%	1.9%	9.8%	1.4%	19.3%	0.3%	0.4%	13.3%	7.0%
Barnet	41.2%	1.3%	6.2%	15.2%	10.3%	0.4%	1.1%	8.4%	8.4%
London	59.4%	0.5%	1.5%	0.5%	5.0%	0.8%	0.4%	7.2%	7.2%
England	48.4%	1.0%	5.9%	1.8%	12.4%	1.5%	0.6%	8.5%	8.5%

41. The table shows the following:

- Over 46% of residents are among the Christian faith which is broadly similar to the borough average (41.2%) and the national average (48.4%).
- Colindale also has a high proportion of Muslims among its residents (19.3%) which is higher than the borough average of 10.3%.
- conversely, they have a low proportion of Jewish people living within the Colindale ward (1.4%) when compared to the borough average (15.2%).

## Sexual orientation

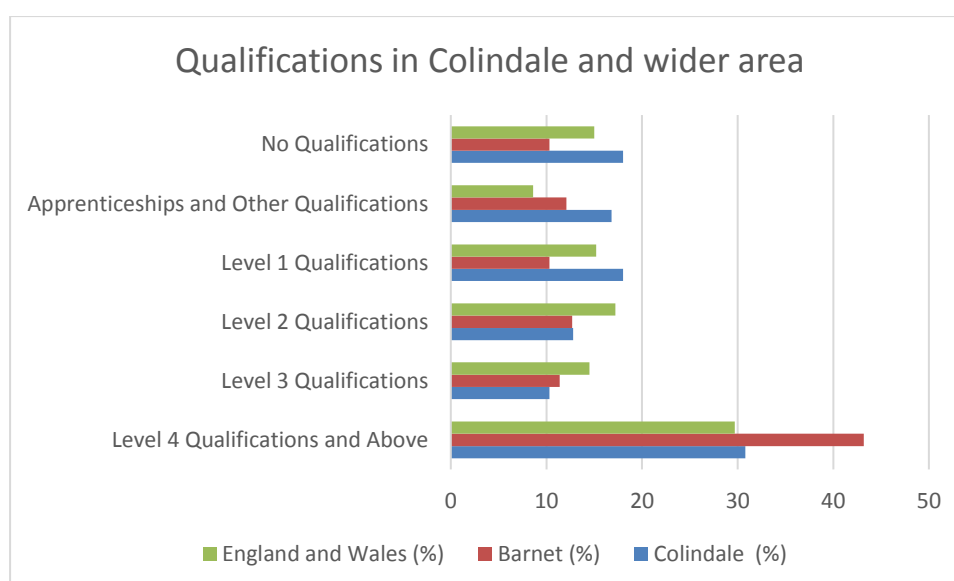
42. There is no data available on this protected characteristic on a ward basis or borough wide basis. However, emerging experimental statistics relating to sexual identity are available nationally and at a regional level.
43. In 2016, estimates from the Annual Population Survey (APS)<sup>6</sup> showed that 93.4% of the UK population identified as heterosexual or straight and 2.0% of the population identified themselves as lesbian, gay or bisexual (LGB). This comprised of:
- 1.2% identifying as gay or lesbian
  - 0.8% identifying as bisexual
  - A further 0.5% of the population identified themselves as “Other”, which means that they did not consider themselves to fit into the heterosexual or straight, bisexual, gay or lesbian categories.

## Other Socio-economic indicators

### Education, Income and Employment

44. The qualification levels of people within Colindale are set out below in figure 3

Figure 3: Qualifications in the wider area



Source: Census 2011

45. The table above shows:
- There is a lower percentage of people who have gained level 4 qualifications and above when compared to the borough average, but slightly higher than the national average.
  - There is a higher proportion of residents who have no qualifications (18%) when compared to the borough (10.3%) and national average (15%).

<sup>6</sup> Office of National Statistics (2017)

## Economic activity

- Table 8 gives an overview of overall economic activity within Colindale ward, compared with the borough and nationally.

Table 8: Economic Activity in the Wider Area

All People	Colindale	Barnet (%)	England and Wales (%)
<b>Economically Active</b>	70.4	75.8	76.8
<b>In Employment</b>	61.9	70	71
<b>Unemployed</b>	12	7.7	7.6
<b>Economically inactive</b>	29.6	24.2	23.2
<b>Retired</b>	2.2	3	4.9
<b>Student</b>	12.2	9	6.6
<b>Looking after home or family</b>	6.8	6	4.9
<b>Long term sick or disabled</b>	4.1	3.2	4.6
<b>Other</b>	4.3	3.1	2.3

Source: Census 2011

46. The table above shows the following:

- The self-employment rates in Colindale is lower than the borough average but slightly higher than the national average.
- The proportion of residents within working age that are economically active (70.4%) is lower than both the borough and national average.
- The unemployment levels for Colindale (12%) is higher than the borough average (7.7%) and the London average (7.6%).
- Barnet has a lower proportion of residents in full-time employment (71%) than the London average (70.7%). At ward level, Colindale also has a slightly lower percentage of people in full time (68.9%).
- Part time employment for Colindale (31.1%) is higher than that of the London average (29.3%) and the borough average (29%).

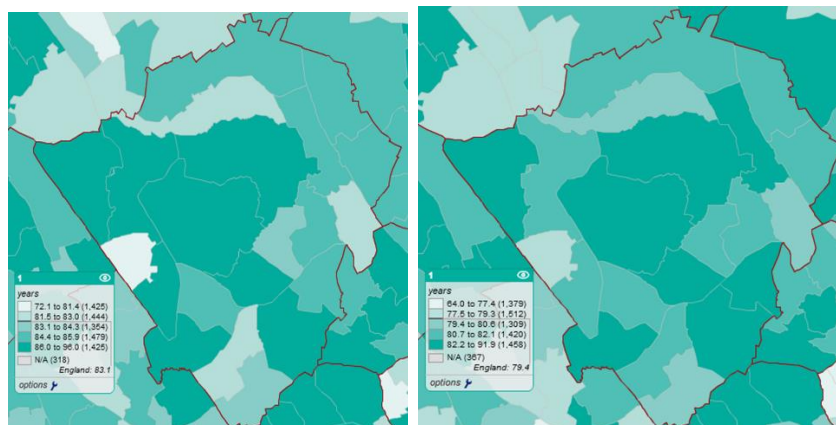
## Health

- In Barnet, life expectancy at birth in females (85.1 years) is higher than males (82.1 years) and overall life expectancy for both male and female population in Barnet is higher than the average for England (female = 83.2, male = 79.6). The top three broad causes of mortality in both men and women are circulatory diseases, cancers and respiratory disease (Public Health Profiles Barnet, Public Health England, May 2016).
- Within Colindale, the life expectancy for men is slightly lower than the average for London and England. For women, this figure is slightly lower than the Barnet average but higher than the average for London and England. 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%.

- The maps below show the average life expectancy for both males and females across the borough of Barnet. Within Colindale, the life expectancy for females scores high with average life expectancy ranging between 86.4 and 96. The average life expectancy for males is slightly lower, scoring between 80.7 and 82.1.

Figure 5: Average life expectancy (females and males)



Source: <https://www.barnet.gov.uk/jsna-home/health.html>

### Childhood Obesity

47. 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 25.5% for Colindale. This is the highest level of childhood obesity recorded in the whole borough.

Table 9: Barnet Child Obesity Levels

Ward name	%
Brunswick Park	18.4
Burnt Oak	24.2
Childs Hill	20.8
<b>Colindale</b>	<b>25.5</b>
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 Colindale

48. According to the GLA, over 60% of houses are made up of flats, maisonette or apartments. There is a relatively even mix between those properties that are owned (36%), socially rented (34%) and those that are private rented (26%). The proportion of households which were overcrowded in 2011 were 18.5%, which is slightly higher than the borough average of 19%.

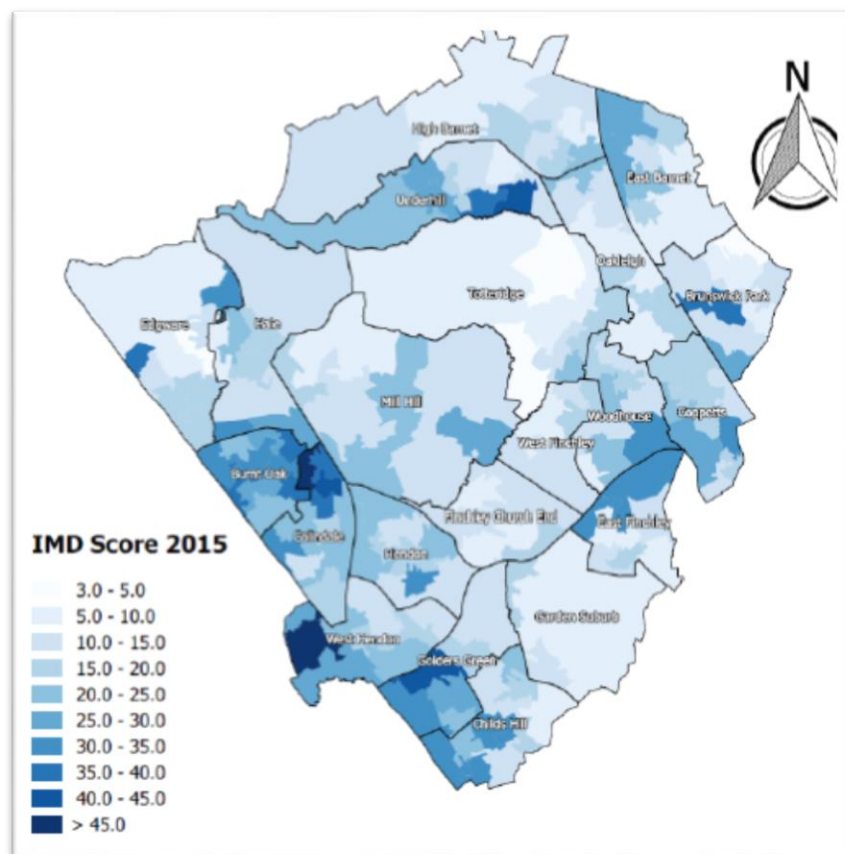
### Crime

49. Total crime rate per 1000 population during the last 12 months in Colindale is 79 which is slightly higher than the boroughs overall score of 67.9. Violent crime and anti-social behaviour were the most common types of crime reported within the ward.

### Deprivation

50. Barnet is the 157th most deprived local authority in England, out of a total of 326 local authorities. Comparing to the 2010 release of the Index of Multiple Deprivation Barnet was ranked 176th, which means that Barnet has become comparatively more deprived and is now amongst the 50% deprived local authorities in England. However, compared to local authorities in London, Barnet ranked 24th in 2015 and 25th in 2010 noting a small increase. The areas in the west of the Borough exhibit the highest levels of deprivation, which are concentrated in Colindale, burnt Oak, Childs hill and West Hendon. The map below shows the IMD scores of LSOAs across the Boroughs.

Figure 6: Barnet IMD Scores



Source: Summary Report of the 2015 Index of Multiple Deprivation

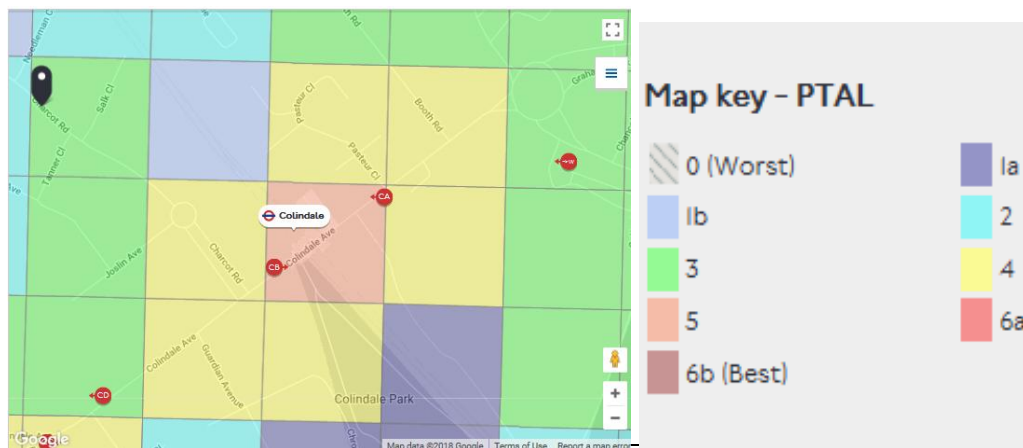
### Access to Transport

51. The area is serviced by Colindale underground tube station, on the Edgware branch of the Northern line, which serves the immediate area and is within zone 4. The underground provides quick and frequent connections into Euston and central London, which can be reached in approximately 21 minutes.
52. Colindale Avenue is a key east/west link that crosses the Underground line, serves Colindale Underground station and links Colindale to the A5/Edgware Road. Although it is a key 'gateway' to the wider Colindale area, its current scale and character do not reflect its importance. The A5 is currently a major bus link and an important route for pedestrians and cyclists. Colindale Avenue is frequently congested on the approach to the A5.
53. Colindale Avenue is seen a key pedestrian route within the wider area however, conditions for pedestrians are poor due to narrow footway width, particularly along the road bridge adjacent the station which is unable to adequately accommodate pushchairs and people with mobility issues. Ad hoc public realm surfacing, railings and cluttering of street furniture contribute to a poor visual appearance of the street scape in general. The wider area suffers from poor quality walking routes and connections to other parts of the borough, including green spaces such as Colindale Park and Montrose Playing Fields. This is due to the severance caused by the strategic road and rail network. Colindale Avenue is also heavily dominated with cars, with this transport mode having priority.

54. Buses provide a vital service to local people, offering access to key services, jobs and education. Bus Services are somewhat limited with only a few services penetrating the surrounding area and only two bus services offering a service into Central London. While the A5/Edgware Road is a major north-south bus corridor, this runs along the western periphery of the AAP area and these services are not easily accessible from sites in the north of the SPD area. Currently, the main bus route along Colindale Avenue include:

- Route 32 – Edgware bus station towards Kilburn Park
- Route 142- Watford junction station towards Brent Cross
- Route 204 – Sadbury town towards Edgware
- Route 634 – Soute Med towards Kilburn Park
- Route N5 – Edgware Bus Station towards Trafalgar Square
- Route N16 – Edgware Bus Station towards Victoria

The SPD itself has an overall PTAL level of 3. This is highlighted further in figure 7





## Section 5: Equalities Impact Assessment

<p><b>Will the project, policy or proposal have either a direct or indirect impact on any groups with protected equality characteristics?</b></p> <p><b>Where a direct or indirect impact will occur as a result of the policy, project or proposal, please explain why and how that group of people will be affected.</b></p>				
Protected characteristic	Direct Impact	Indirect Impact	Little / no impact	Explanation
Age		X		<p>There is nothing proposed within the SPD that will benefit or disadvantage one age group over another.</p> <p>However, proposals within the SPD are residential led. New housing would be required to meet Lifetime Homes standards under planning policy, with 10% of all homes built to be wheelchair accessible. This is a borough-wide standard and is not something specific to Colindale. This would bring slightly higher positive benefits to those elderly who have reduced mobility</p> <p>In addition, the SPD advocates for improved public realm and permeability which will make the area more accessible, benefiting all users but particularly any elderly people who have mobility issues.</p> <p>No Significant impacts are identified under this category.</p>
Disability		x		<p>Information on disability indicates that there are fewer people with disabilities living in Colindale than in the borough as a whole.</p> <p>Whilst the development will serve a portion of the population that has a lower proportion of people with disabilities, there is nothing in the proposed development that will disadvantage any group over another.</p> <p>The Council's borough-wide planning policies already require that a minimum of 10% of units are built to be wheelchair accessible or are easily adaptable for use by a disabled occupant.</p>



				<p>The delivery of step-free access to the Underground would be of significant benefit to this protected characteristic group.</p> <p>Improvements to the streetscape, including removing unnecessary street furniture, and widening footways, will have a positive impact on pedestrians, including those with a mobility problems.</p> <p>No significant impacts are identified under this category.</p>
Gender reassignment			X	No impacts are identified under this category.
Marriage and Civil Partnership			X	No impacts are identified under this category.
Pregnancy and Maternity		X		<p>The delivery of step-free access to the Underground may be of benefit to this group.</p> <p>Improvements to the streetscape, including removing unnecessary street furniture, and widening footways, will have a positive impact on pedestrians, including those who are pregnant and those with pushchairs.</p> <p>No significant impacts are identified under this category</p>
Race		X		<p>Information on ethnicity indicates that there is a higher proportion of people from ethnic minority groups living in Colindale compared to the rest of the borough.</p> <p>Whilst the development will serve a higher ethnically diverse population, there is nothing in the proposed SPD that will benefit or disadvantage any ethnic group over another.</p>

				No impacts are identified under this category
Religion or belief		X		<p>Information on religion and belief indicates that there are fewer people of Jewish, Buddhist and Hindu faith but more of a Christian and Muslim faith within Colindale than the borough as a whole.</p> <p>Whilst the development will serve a population with different faith characteristics to that of the borough as a whole, there is nothing in the proposed development that will benefit or disadvantage any ethnic group over another.</p> <p>No impacts are identified under this category.</p>
Sex			X	<p>Information on sex indicates that the proportion of males and females living in Colindale is roughly on par with the rest of the borough.</p> <p>There is nothing in the proposed development that will benefit or disadvantage either group over the other.</p> <p>No impacts are identified under this category</p>
Sexual orientation			X	No impacts are identified under this category.

**Impact on staff:**

55. The Colindale Underground Station SPD itself does not have a direct impact on staff but improved infrastructure as a result of the redevelopment of the station will affect staff in the same way as other residents and employees in the borough.

**Barriers:**

56. A significant proportion of residents within Colindale are from BME groups, A proportion of which may not have English as their first language. This may cause difficulty to understand the SPD document and how it may impact their lives. Any

consultation will be compliant with the Council's Statement of Community Involvement which was updated and adopted in 2018.

## **Consultation:**

57. Consultation was undertaken with stakeholders to inform preparation of the draft SPD. The Draft SPD was then subject to statutory consultation.
58. A consultation statement has been prepared and is issued alongside the SPD, which sets out how stakeholders were consulted, a summary of the main issues raised and explains how those issues have been addressed within the SPD.

## **Analysis of impact**

59. It is anticipated that the SPD will have a positive impact within the Colindale SPD area and on local residents as it seeks to bring about sustainable growth and development that is of a high-quality design.
60. It is not envisaged that one protected characteristic group will be impacted upon more than another as a result of the SPD, however, particular attention should be given to sections in the community that have higher than average statistics within the Colindale ward through continued monitoring.

## **Monitoring**

61. 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.

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# **Colindale Underground Station SPD**

## **Design Concept**

February 2019



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## 1. Introduction

- 1.1 Over the last century the character of Colindale has changed significantly; new housing has replaced industry. Since the 1920's, residential development has changed Colindale and as a result the character is quite varied, low rise and distinct in places. Juxtaposing this are the new developments that are being built now or in the past 20 years. Colindale is therefore characterised by distinct areas. As shown in Figure 1 and Figure 2.
- 1.2 Colindale Avenue is the key east/west link that crosses the Underground line, serves Colindale Underground station and links Colindale to the A5/Edgware Road. Although it is a key 'gateway', its current scale and character does not reflect its importance. Colindale Avenue is identified as a potential location for tall buildings, with Policy CS5 stating that tall buildings will be supported in strategic locations, which includes the Colindale Avenue of change and close to the new public transport interchange and on corners which will aid legibility.
- 1.3 Over the course of preparing the Colindale Underground Station SPD, the design concept for the site has evolved. The initial Scoping Report includes a character appraisal of the wider Colindale area and on that basis, an initial form, density and height of development was established. This Design Report sets out how the scheme has changed assessing the visual impact, height, micro-climate and frontages.



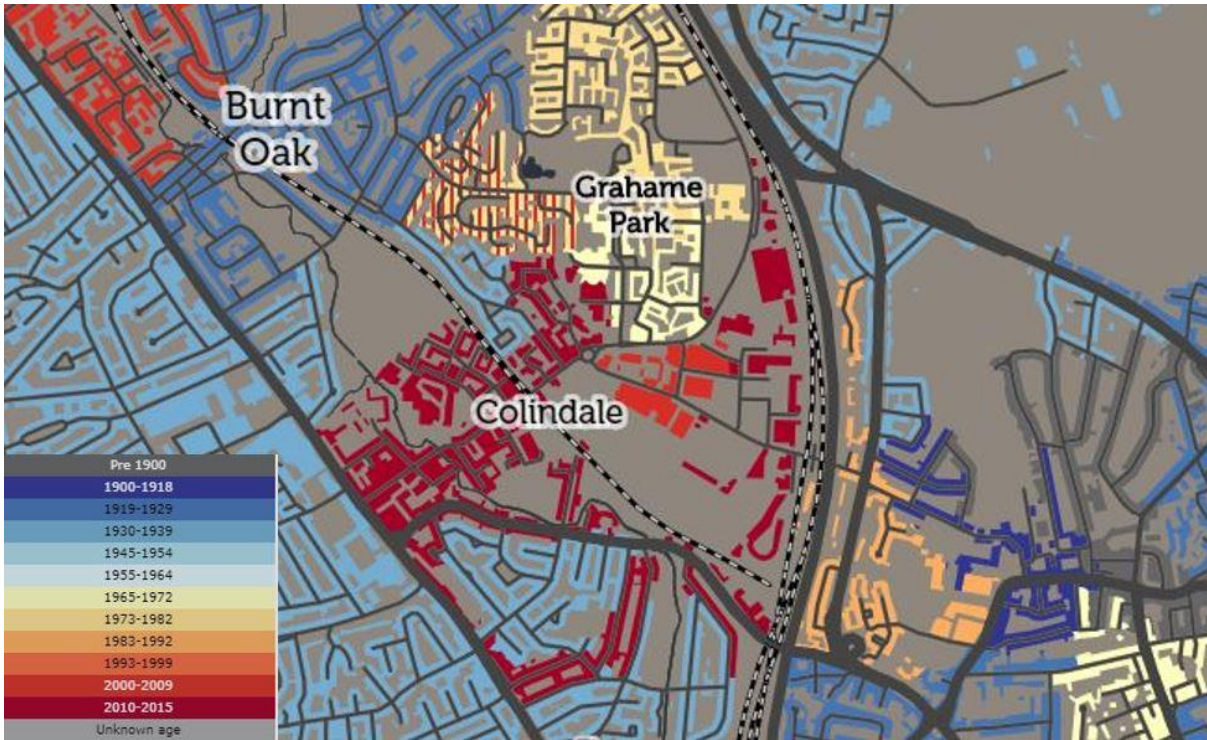
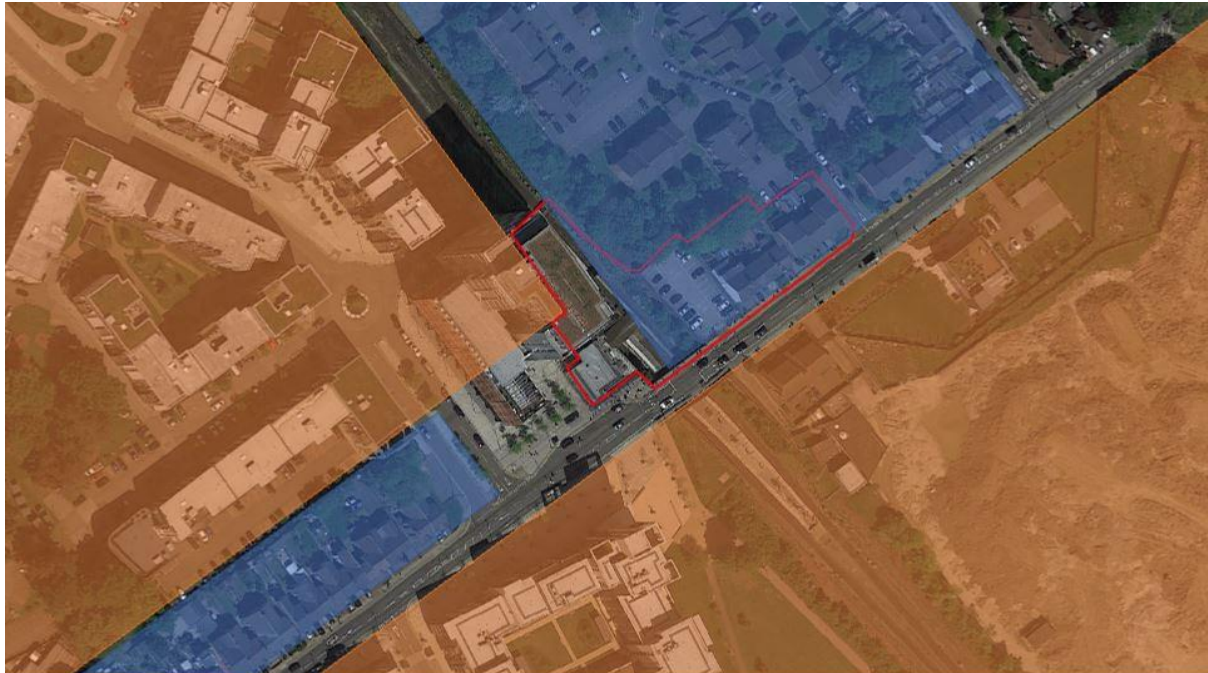





Figure 1 - Building ages



-  Colindale Station area
-  Residential pre-2000
-  Residential post-2000

*Figure 2 - Building age Zoom*

## 2. The Design Concept for the SPD Site

- 2.1 The Scoping Report (July 2018) for the Colindale Underground Station SPD sets an initial framework for development. As with the draft SPD, it divides the site into a series of parcels, and recommends:
- Site A – Replacement of existing tube station with commercial use at ground floor and residential above. The building should be no more than 16 storeys high.
  - Site B – New station to be positioned over the rail-tracks with integrated station plaza with potential for over-station development.
  - Site C & D – New widened public realm set-back to allow for commercial properties at ground floor with residential above. At the westerly end (current car park site), the building could extend up to 14 storeys dropping down to no more than 9 storeys for the remainder of the site.
- 2.2 This initial design concept was shared with stakeholders and the Colindale Project Board. Through discussion of the concept, and in the knowledge of new emerging proposals for nearby sites, the draft SPD was published in October 2018, proposing:
- Site A – Replacement of existing tube station with commercial use at ground floor and residential above. The building could be between 20 and 28 storeys in height.
  - Site B – New station to be positioned over the rail-tracks with integrated station plaza with potential for over-station development.
  - Site C – New widened public realm set-back to allow for commercial properties at ground floor with residential above. The new structure could be between 16 and 20 storeys in height.
  - Site D – New widened public realm set-back to allow for commercial properties at ground floor with residential above. The new structure to be no more than 8 storeys in height.
  -
- 2.3 Whilst there is no change to the form of development proposed, there are changes in relation to height. The main change included in the draft SPD is

the proposed height of Site A, with more limited change to Site C. Site D is reduced in height. There is no change to Site B.

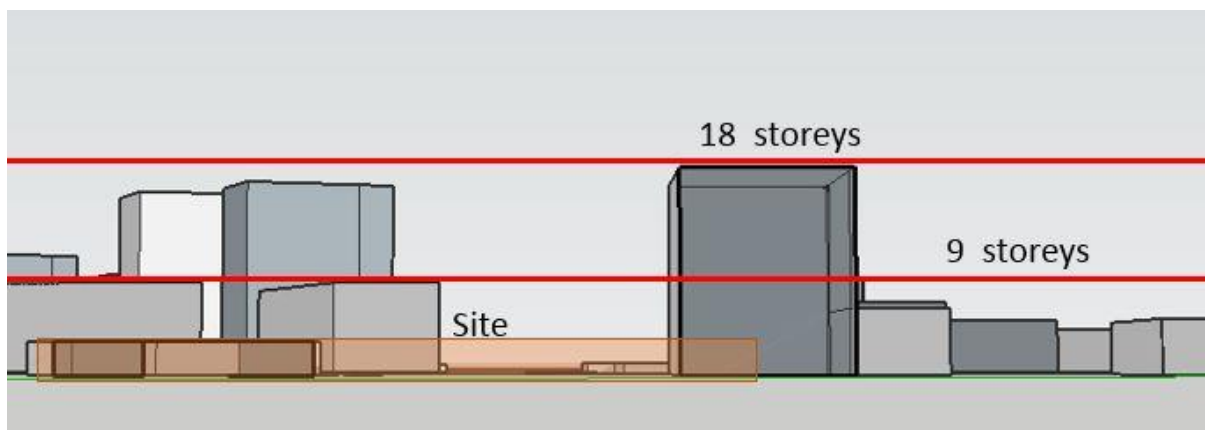


Figure 3- Existing height along Colindale Avenue

### 3. Height

- 3.1 As set out in Section 2 above, the Scoping Report established initial heights for new development at this location. However, in testing this scheme it became apparent that the new development could have greater visual impact in terms of providing a way-marker for the new station and neighbourhood centre. It also became clear, that redevelopment of this site, provided an opportunity to establish a height strategy and urban form for Colindale which would start to unite the individual developments completed in the wider area into a cohesive urban form.
- 3.2 The site is split into 5 parcels, 4 of which incorporate structures of varying height. The development parcels A, B, C, D are shown in Figure 4.
- 3.3 With regard to Site A, the Scoping Report proposed a building of 16 storeys. This was lower than buildings which had been allowed in the wider area and in developing the concept for the draft SPD it was recognised, would not have provided a visual marker to the centre of Colindale. Also, given the small footprint of Site A, it was recognised that the building could be taller to provide

a slender and elegant building form, with defined visual contrast to the immediately adjoining building (which is 18 storeys in height). A building of between 20 and 28 storeys in height is therefore proposed. This will be the tallest in Colindale with all other buildings tapering down in height.

- 3.4 To reflect the increased height of Site A, Site C has been marginally increased in height from 14 storeys in the Scoping Report to between 16 and 20 storeys in the draft SPD. This height has been increased to provide an urban form, stepping down in height.
- 3.5 Site D is to be no more than 8 storeys in height. This has been lowered from 9 storeys in the draft SPD to fits with the design and height concept for the SPD site and complements the proposed height of development immediately opposite (Peel Centre).
- 3.6 Development of the SPD site provides an opportunity to provide a new development in the centre of Colindale which starts to knit together the individual developments which have been completed in the immediately adjoining area. By creating a high and dense form of development at this location, the centre of Colindale is immediately visually obvious and starts to deliver an urban grain to the area, while stitching together existing and future developments currently in planning stage. In establishing a height strategy with the highest building at the centre (see Figures 6,7), a legible townscape is created, and does not only deliver pleasant long views but also provides a visual marker for the station and the central core of Colindale.



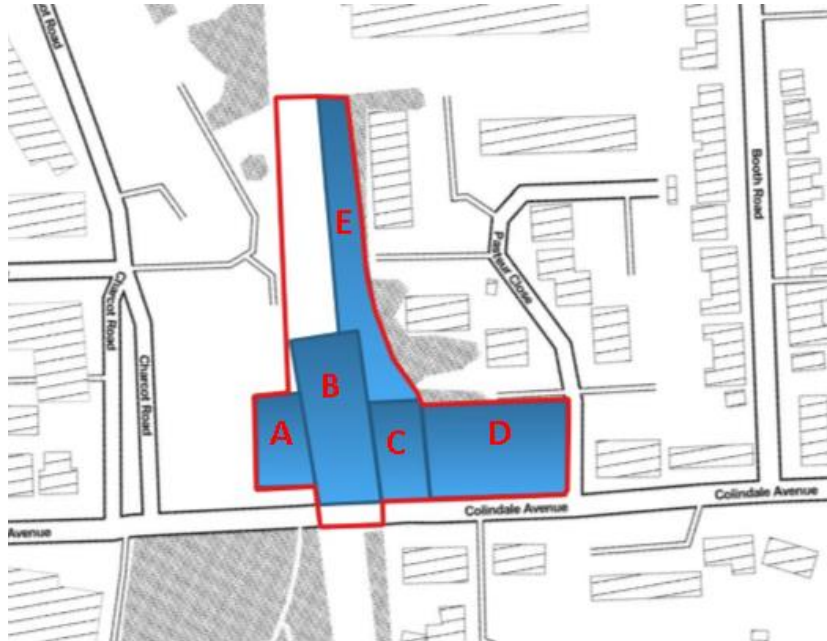


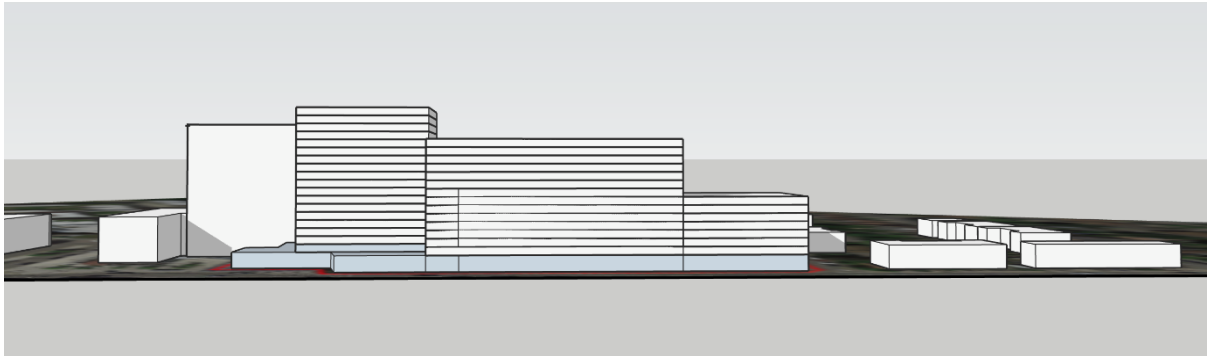
Figure 4 - Development parcels

## 4. Visual Impact

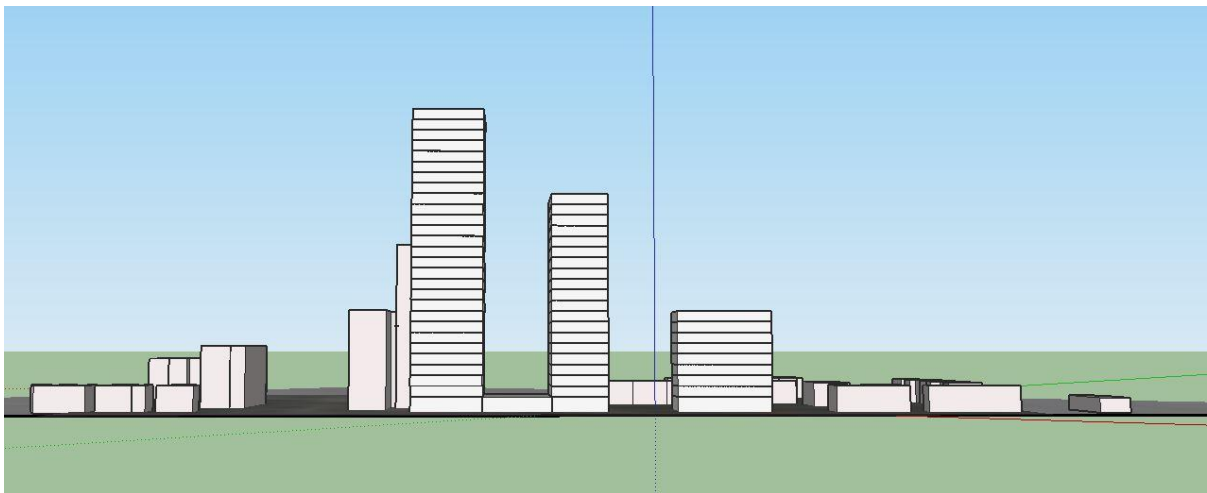
- 4.1 The site currently has a very low density; undoubtedly any structure over 2 storeys will create change on the townscape. The current environment is not reflecting the true potential of the area. New buildings are an exception but most of the urban fabric around the site is not contemporary. Views are poor in aesthetics and expression despite the age of the buildings. The housing which predates the designation of Colindale as an Opportunity Area comprises a mixture of inter-war housing in the form of two-storey semi-detached properties and mid to late twentieth century, two-storey terraced properties arranged in a collection of cul-de-sacs.
- 4.2 Having said that the site is located within a regeneration area earmarked for dense environments. Controlling the visual impact would rely on architectural expression of form. The station site as the main transport hub in Colindale can act as a visual landmark for the area, marking the station and providing wayfinding ease to pedestrians and commuters. Height and higher density at

this location will also denote the centre of Colindale, providing a visual way-marker to the new neighbourhood centre.

- 4.4 As outlined in Sections 2 and 3 above, two scenarios were studied to access the visual impact of development. To understand how the site can act as a landmark for Colindale the studied scenarios focused on the variation of height and footprint. The adjacent Colindale gardens comprises of buildings spanning up to 21 floors, this was considered when testing the two options as this is a scheme that is in planning stages.
- 4.5 Figure 5 presents a low option which incorporates a continuous frontage on the edge of Colindale Avenue. The height reduces to the eastern part to meet the existing residential environment. This scenario does not mark the site clearly and leaves less ground available for pedestrian facilities and open space. The townscape impact would be illegible as there is no clear marker building and no apparent unifying feature to stitch the upcoming developments and existing environment together.
- 4.6 Figure 6 presents an option of maximum height which also incorporates smaller footprints and breaks between structures to incorporate open space. This option clearly marks the station site as the heart of Colindale and could provide wayfinding guidance to pedestrians and commuters. It is evident in Figure 7 that the Townscape is expressed in height through the pinnacle of the station site. The slender tall elements are working better in providing legibility in long views, marking the station and providing a true epicentre for Colindale expressed through height.
- 4.7 In conclusion due to the location of existing and proposed high buildings on Colindale Avenue, the site can accommodate structures over 8 floors i.e. tall buildings. The existing views from Colindale Avenue allow for additions to the skyline that is now dominated by the existing Stay Club Colindale hotel. The skyline has potential to become more legible through a varied motif that will frame views towards the site, surrounding areas and contain sky exposure. The proximity of the residential environment dictates that views from houses into the development should be tested thoroughly.

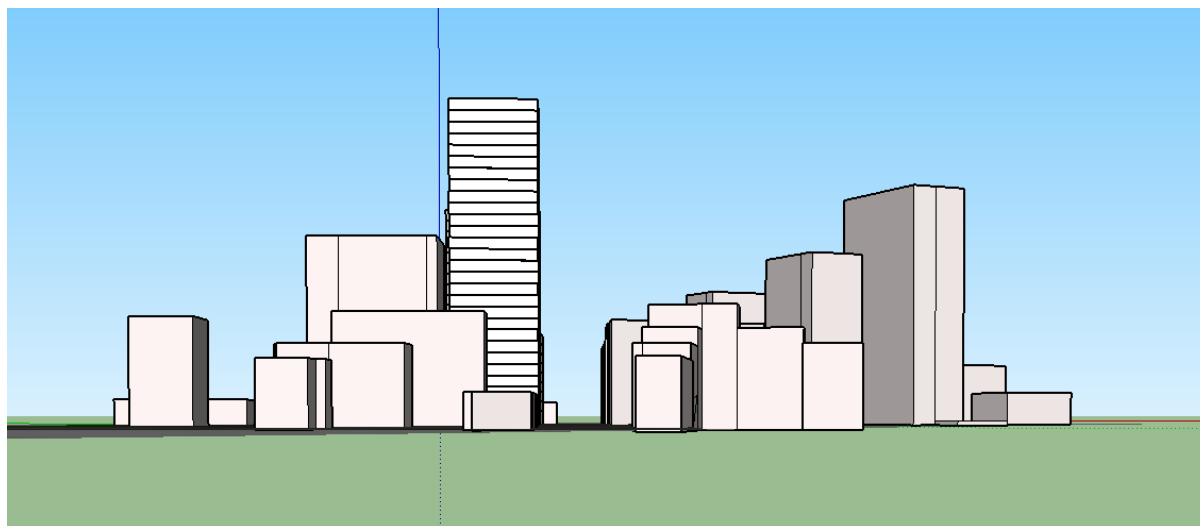


*Figure 5 - Maximum Impact Continuous development North section*



*Figure 6 – Better townscape tall slender elements with breaks*





*Figure 7 - Townscape view with existing and upcoming developments*

## 5. Shadows

5.1 For overshadowing, the BRE guidance suggests for an amenity area, like a garden, to appear sunlit throughout the year, at least 50% of the garden or amenity area should receive 2 hours of sunlight on 21st March (21st March is the equinox month and is the set day for testing overshadowing in accordance with the BRE criteria).

5.2 The scenario presented in Figure 5 above failed to meet the BRE guidelines due to the lack of breaks in the structure. This scenario cast a single continuous shadow which is seen as detrimental to the existing surrounding amenities.

5.3 The scenario presented in Figure 6 above provides breaks in the buildings which allow for sunlight to penetrate easier. This scenario was thoroughly tested and results can be seen below in Figures 8-16.

5.4 It is important to note that this analysis is based on concept designs and any subsequent development proposals would be more refined to reduce the impact of overshadowing on adjoining properties as much as possible.

5.4 Shadows cast from the proposed structures have been modelled on three dates. 21<sup>st</sup> of March, 21<sup>st</sup> of June and 21<sup>st</sup> of September. 9 AM, 12 Noon and 15:00 PM.

5.5 21<sup>st</sup> of March: The results indicate that although overshadowing does occur the neighbouring properties get more than 2 hours of sunlight. In addition, to further support the results, more than 50% of the amenity areas (gardens) receive adequate sunlight for more than 2 hours of the day. The overshadowing results to the existing open amenity space show that good levels of sunlight in accordance with the BRE guidelines.



*Figure 8 - Colindale Shadows 21 March 09:00 AM*



*Figure 9 - Colindale Shadows 21 March 12:00 Noon*



*Figure 10 - Colindale Shadows 21 March 15:00 PM*

5.521<sup>st</sup> of June: The results indicate that although overshadowing does occur the neighbouring properties get more than 2 hours of sunlight. In addition, to further support the results, more than 50% of the amenity areas (gardens) receive adequate sunlight for more than 2 hours of the day. The overshadowing results to

the existing open amenity space show that good levels of sunlight in accordance with the BRE guidelines.



*Figure 11 - Colindale Shadows 21 June 09:00 AM*



*Figure 12 - Colindale Shadows 21 June 12:00 Noon*



*Figure 13 - Colindale Shadows 21 June 15:00 PM*

5.7 21<sup>st</sup> of September: The results indicate that although overshadowing does occur the neighbouring properties get more than 2 hours of sunlight. In addition, to further support the results, more than 50% of the amenity areas (gardens) receive adequate sunlight for more than 2 hours of the day. The overshadowing results to the existing open amenity space show that good levels of sunlight in accordance with the BRE guidelines.



*Figure 14 - Colindale Shadows 21 September 09:00 AM*



*Figure 15 - Colindale Shadows 21 September 12:00 Noon*



Figure 16 - Colindale Shadows 21 September 15:00 PM

## 6 Micro climate

6.1 The prevailing wind is a south- western one (Figure 17). In the absence of detailed proposals, the impact of new development on micro-climate cannot be fully tested, however, the following mitigation measures should be incorporated into any scheme and testing results be submitted along with any planning application:

- *Wind* – Ensure that potential levels of wind strength around the base of a building and on balconies and roof gardens are taken into consideration. A building might be expected to have adverse impacts if it is significantly taller than adjacent properties, is part of a small cluster of tall buildings or stands alone. The acceptability of windy conditions is influenced by factors such as the existing average local wind strengths, the time of year, air temperature, humidity and sunshine. The Lawson Criteria for Distress and Comfort are set out in Table 2.5.1 within the Sustainable Design and Construction SPD 2016 (<https://www.barnet.gov.uk/citizen-home/planning-conservation-and->

[building-control/planning-policies-and-further-information/local-plan/supplementary-planning-documents/sustainable-design-and-construction/sustainable-design-and-construction-spd-documents.html](https://www.barnet.gov.uk/building-control/planning-policies-and-further-information/local-plan/supplementary-planning-documents/sustainable-design-and-construction/sustainable-design-and-construction-spd-documents.html)) and provide a set of principles to follow in terms of acceptable wind conditions for different types of activities.

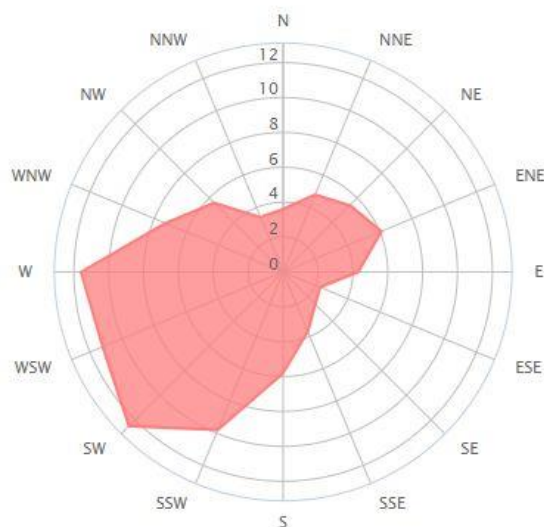


Figure 17 - Prevailing SW wind affecting the site

- Thermal Conditions** – Ensure that the design of buildings has considered the thermal impact in relation to outdoor spaces and internal glazed spaces. South facing, enclosed or semi-enclosed areas can trap the sun and create pleasant conditions even when the ambient temperature is cool. Such locations however can also be unbearably hot in mid-summer if there is no shade. Locations with wide expanses of tarmac, for instance can be excessively hot and contribute to the urban heat island effect.

6.2 For tall buildings above 20 floors, it is necessary to require wind studies at a very early stage of design to ensure that the adverse wind effects can be mitigated through positive massing adjustments.



- 6.3 The following items are the basic minimum requirements for any type of wind microclimate study
- Use of Lawson Criteria (LDDC version) to present the results of wind study.
  - Consideration of more than just the prevailing south-westerly components;
  - Combination of long-term London weather statistics (ideally through processing at least 10 years of good quality weather data) with local wind flows obtained from wind tunnel tests or Computational simulations
  - Consideration of mean and gust speeds, and reporting of both winter and summer conditions;
  - Careful assessment and description of expected pedestrian uses (sitting, standing, walking, etc.) in different parts of the site;

## 7 Frontages

- 7.1 There are no active frontages on Colindale Avenue except for the station. The station frontage although active in a technical sense is quite unattractive. The importance of Colindale Avenue is evident to the area. An arterial route should provide strong frontages which incorporate non-residential uses that can line the street and provide legible and navigable edges. This will induce activity, enhance the local economy and potentially make for an attractive edge which will complement Colindale Avenue. There is a proposal for a public square opposite the station as part of the Gateway to the new Peel centre development by Redrow. The environment will be fully mixed use, providing retail and ancillary uses as well as residential uses on upper floors. The overarching principle for Colindale Avenue would be that it can act as a High Street in years to come. It is therefore fitting that the Station site is active and welcoming to complement the area and act as a landmark location on the ground plane as well as through height, stitching together Colindale Avenue.



*Figure 18 - Current active frontage*



## Policy and Resources Committee

### 20 February 2019

<b>Title</b>	<b>Brent Cross Cricklewood Funding and Delivery Strategy Report</b>
<b>Report of</b>	Chairman of the Policy and Resources Committee
<b>Wards</b>	Golders Green, Childs Hill and West Hendon
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Cath Shaw, Deputy Chief Executive <a href="mailto:Cath.Shaw@barnet.gov.uk">Cath.Shaw@barnet.gov.uk</a> , 0208 359 4716 Karen Mercer, Programme Director <a href="mailto:Karen.Mercer@barnet.gov.uk">Karen.Mercer@barnet.gov.uk</a> , 0208 359 7563

### Summary

Following Full Council's approval on 18 December 2018 to proceed with the Brent Cross Thameslink station project (BXT), the council has now entered into the Implementation Agreement with Network Rail to deliver the Rail Systems and Sidings. Schedule 1 Site Setup works are underway. The council has also commenced an OJEU procurement for the station platforms and station access / pedestrian bridge. This report sets out the Revised Funding Agreement (RFA) with HM Government (HMG) and seeks approval for the Chief Executive in consultation with the Chairman of the Committee to agree and enter into the RFA and to commission the second stage of works under the Implementation Agreement, subject to formal approval of the RFA by HMG being issued. Whilst the principles of the RFA have been agreed with HMG, the detailed agreement is being finalised and will be the subject of an addendum report prior to the Committee meeting.

## **Officers Recommendations**

**That the Committee:**

- 1. Note that Full Council on 18 December 2018**
  - a. confirmed the council's continuing commitment to the delivery of BXT and other elements of the critical infrastructure given the strategic importance of the regeneration scheme and the recognising the scale of the investment proposed in delivery of the new Thameslink station at Brent Cross West (BXT).**
  - b. delegated to this Committee the decision to commission the Schedule 1B (rail systems and sidings) works provided: (a) a Revised Funding Agreement (RFA) has been agreed with HM Government (HMG); and (b) that the RFA does not expose the council to unacceptable risk.**
- 2. Note that the Deputy Chief Executive authorised entering into the Implementation Agreement with Network Rail and to commission the Schedule 1 (site setup) works set out in that agreement on 21 December 2018 in accordance with the approved recommendations by this Committee on 11 December and Full Council on 18 December and also that that the council commence an OJEU procurement for the station platforms and station access / pedestrian bridge elements of the programme.**
- 3. Approve the RFA agreed with HMG having regard to:**
  - i. the revised financial tests set by this Committee on 11 December for the council to assure itself that the prudential code can be satisfied so that the council can make the required capital commitment to deliver the Thameslink Station (as set out in paragraphs 1.20 of this report); and**
  - ii. The details to be published in the addendum report.**
- 4. Authorise the Chief Executive in consultation with the Chairman of the Committee to finalise terms and enter into the RFA with HMG and to commission Schedule 2 (Rail Systems and Sidings) works as set out in the Implementation Contract with Network Rail dated 21 December 2018.**
- 5. Approve the consequential changes to the capital budget to proceed with the BXT and delivery of core critical infrastructure to support the Brent Cross Cricklewood (BXC) revised delivery strategy as detailed in paragraphs 5.2.7 of this report.**

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

- 1.1 On 11 December 2018, this Committee:
- received an update on progress of the Brent Cross Cricklewood (BXC) project and the Revised Funding Agreement with HMG and agreed the next steps in delivering the project;
  - authorised the Deputy Chief Executive to enter into the Implementation Agreement with Network Rail and to commission the Schedule 1A (site set up) works set out in that agreement, subject to confirmation by Full Council;
  - approved the proposed revisions to the financial tests set by the Committee in July 2014 for the council to assure itself that the prudential code can be satisfied, before making any capital commitment that borrowing can be undertaken to deliver the Thameslink Station (as set out in paragraphs 1.22-1.39 of that report);
  - approved that the council commence an OJEU procurement for the station platforms and station access / pedestrian bridge elements of the programme (as set out in paragraphs 1.43-1.52 of that report).
- 1.2 Following approval by this Committee's on 11 December 2018 and Full Council's on 18 December 2018 to proceed with the station project (BXT), the council has now entered into the Implementation Agreement with Network Rail to deliver the Rail Systems and Sidings and instructed the Schedule 1 Site Setup works (which are now underway); and commenced an OJEU procurement for the station platforms and station access / pedestrian bridge.
- 1.3 This report sets out progress on the Revised Funding Agreement (RFA) with HM Government (HMG). Whilst the principles of the RFA have been agreed with MHCLG as set out in paragraphs 1.8-1.12 below, the detailed terms of the agreement are currently being finalised and will be set out in an addendum report prior to the Committee meeting.
- 1.4 The Committee is asked to:
- a) approve the RFA agreed with HMG having regard to the revised financial tests set by this Committee on 11 December 2018 and the further detail to be set out in the addendum report.
  - b) authorise the Chief Executive in consultation with Chairman of the Committee to finalise and enter into the RFA with HMG and to commission the Schedule 2 (Rail Systems and Sidings) works once the Revised Funding Agreement (RFA) has been formally agreed with HM Government (HMG)
  - c) Approve the required consequential changes to the capital budgets to proceed with the BXT and delivery of core critical infrastructure as detailed in paragraphs 5.2.7 of this report.
- 1.5 This report should be read in conjunction with the report to Policy and Resources Committee on 11 December and Full Council on 18 December 2018.
- 1.6 As reported in December 2018, the project remains at a critical stage. The development of new homes and offices relies on the delivery of the new train station. The station is scheduled to open in May 2022, and to meet that opening time, the team need to use the line closures (known as "rail possessions") booked for Easter 2019. This requires the commissioning of Schedule 2 of the Rail Systems and Sidings contract by 21 February 2019. Missing this opportunity will delay the station opening by at least three years.

Maintaining project momentum is therefore crucial for delivery of the new homes, the first of which are currently due to be available from 2021/22.

- 1.7 The council are concluding the legal negotiations with the Brent Cross North (BXN) Development Partners Hammerson and Aberdeen Standard (HASI) in respect of the revised delivery strategy so that the council and Brent Cross South (BXS) can bring forward the necessary core critical infrastructure to deliver the first phases of BXT and BXS. These works relate to delivery of the replacement homes for the Whitefield Estate, highway works and power with associated land assembly and will enable BXS and the station project to be delivered ahead of BXN. In this regard, the Assets, Regeneration and Growth Committee authorised the Deputy Chief Executive in consultation with the Chairman of the Committee to finalise the revised delivery strategy and agree the detail of the consequential changes required to a) the Brent Cross Property Development Agreement and Co-operation Agreement, CPO indemnity agreement and Grant Agreement and associated commercial documentation; and b) the BXS Project Agreement. The legal documents with BXN are currently being finalised and will be entered into following formal approval of the RFA by HMG.

### **Revised Funding Agreement**

- 1.8 The council submitted an update to the 2016 HMG approved Brent Cross Cricklewood Full Regeneration Business Case (2019 FBC) to MHCLG on 30 January 2018, taking into account the substantial scheme development since February 2016 and the changes in delivery responsibility associated with BXN's decision to defer start on site. The Business Case updated the strategic, economic, financial, commercial and programme cases, with regard to value-for-money and the level of risk in line with the letter from MHCLG dated 11 December (and appended to the report to Full Council on 18 December 2018). The 2019 FBC established a benefit cost ratio of 2.6:1 with jobs and 2.2:1 without jobs based on a south side only scheme, confirming that the project continues to provide value for money. The reports to P&R on 11 December and Council on 18 December, and the business case submitted to MHCLG, identified the preferred funding option as HMG forward funding and investment in the station to unlock 7,500 new homes in return for 100% of the ringfenced local share of business rates growth for an agreed period, (Option 1, paragraph 1.17 P&R, 11 December 2018).
- 1.9 The Business Case was considered by the Ministry of Housing, Communities and Local Government (MHCLG) Investment Sub-Committee (ISC) on 6 February 2019. The Panel concluded that to date, the BXC continues to meet their investment requirements. The panel gave approval to further financial support to the scheme, subject to completion of a number of actions, and to Ministerial approval. Good progress is being made in delivering these actions, and an update will be provided in an addendum report prior to the Committee.
- 1.10 The Panel indicated that financial support will be provided through an additional grant of £319.5m. The grant would be partly repayable by the Council, recognising that a business rate ringfence is currently in place around the shopping centre. However, ISC were not content with the proposal to extend the ringfence, and therefore asked for further work to agree an appropriate repayment model. We are working with MHCLG officials to develop this further and are making significant progress in achieving an appropriate mechanism. Any proposed agreement will not require the council to commit to borrowing to fund the works, and will not require the council to pay interest. Ministerial

approval is now being sought and an update will be provided in the addendum report prior to Committee.

- 1.11 The grant will be provided in accordance with the existing arrangements with HMG on the basis of actual costs incurred and milestones to be agreed. Given the level of expenditure anticipated over the next two years it is intended the Council will invoice on a monthly rather than on a quarterly basis.

### **BXT Anticipated Final Cost and Critical Infrastructure**

- 1.12 The 2019 FBC is based on a) the total BXT anticipated final cost of £365m (2016 prices inflated) to acquire the necessary land and deliver the Rail Systems and Sidings, Station platforms and station access / pedestrian bridge, Train Operating Compound (TOC) and new Waste Transfer Station and highway works; and b) the BXC core critical infrastructure totalling £55m, which is now being delivered by the Council and Brent Cross South through the revised delivery strategy.
- 1.13 The costs associated with the rail systems, sidings, TOC and station elements have been reviewed by external costs advisors Currie and Brown who have confirmed that the costs within the AFC are appropriate.
- 1.14 BXT and Currie and Brown have also endorsed the Target Cost estimate between Network Rail and Amey in respect of the Rail Systems and Sidings works as required before commissioning of the Schedule 2 works of the NR Implementation Agreement Contract (IA). This follows a review commencing last November 2018 through to January 2019 which saw a reduction in the target cost estimate by £4.8M with an associated £550,000 reduction in the estimated fee. This was the result of the Currie and Brown's independent estimate validation and the consequent collaborative challenge and review process supported by all parties (BXT/Currie & Brown/NR/Amey). The reduction was derived from an iterative series of adjustments to the bill of quantities that support the proposed Target Cost. As a result, all parties have now accepted the final Target Cost as a reasonable estimate of the cost based upon the current scope of works.
- 1.15 The council has now entered into the demolitions contract with Grahams to start the required preparatory work to deliver the new waste transfer station. Negotiations have also commenced in respect of the main build contract.
- 1.16 An allowance for risk has been made for each project at an appropriate level based on a quantified risk assessment and a separate contingency budget is held within the council.
- 1.17 The total funding investment required in the RFA is £419.47m, including the £97m grant agreed in 2016.

### **Assessment against the Revised Financial Tests set by P&R, 11 December 2018**

- 1.18 The Committee set itself six financial tests in July 2014 for the council to assure itself that the prudential code can be satisfied, before making the capital commitment that borrowing can be undertaken to deliver the Thameslink Station. These tests were revised by the Committee on 11 December 2018 to reflect scheme development and contracting strategy. It was also noted that some will not be relevant should forward funding be formalised through the Revised Funding Agreement.

1.19 An assessment of the tests is set out below:

- 1. A guarantee of either 1) forward funding investment in return for 100% of the ring-fenced local share of business rates growth or 2) ring-fencing (or equivalent assurance) of business rates received from HMG and CLG and that the RFA does not expose council to unacceptable risk.**

MHCLG has approved the 2019 FBC based on a grant subject to HMT approval. It is expected that the grant will be recoverable. The terms of the RFA are currently being agreed and will be reported to the Committee through an addendum report.

- 2. If the RFA requires the council to borrow, confirmation that business rates will still pay back borrowing in 25 years if cost increase by 15% on Network Rail controllable costs.**

The RFA is now based on grant and not council borrowing. Grant recovery is different to borrowing in a number of important ways:

- Repayment does not begin immediately, but can wait until the funding stream being used to repay comes available.
- No interest is charged.
- Repayment does not have to be of the full grant amount.

The report to the Committee on 11 December 2018 (paragraphs 1.27–1.28) explained that the Business Rates (BR) model has been further refined since the 2016 approved FBC and is now based on detailed designs, net internal area calculations, delivery sequences (for demolition and construction) and leasing strategies for all non-residential use within the whole of the Brent Cross Cricklewood development as well as updated costs. The model therefore gives a significantly more sophisticated picture of business rate income over the lifetime of the project.

The current AFC includes sufficient risk and contingency allowance to accommodate an increase in cost estimates by 17.25% within the 18.25-year payback period. This test can be met. A number of sensitivity tests have been run to reflect cost increases, reduction in income and delays to the project. These demonstrate that in a 'worst case' combined scenario of a substantial cost increase, 10% reduction in BR income, and a six months delay in project delivery, the payback period is just over the original maximum parameter of 25 years.

- 3. If the RFA requires the council to borrow, that interest rates are capped at no more than 4.5%.**

The RFA being progressed is now based on upfront grant, which is expected to be recoverable. This test is no longer applicable.

- 4. That an acceptable RFA is in place does not expose the council to unacceptable risk.**



The RFA being progressed is now based on upfront grant, which is expected to be recoverable. The terms of the RFA are now being worked through and an update will be provided to the Committee through an addendum report.

- 5. *Noting that NR will only progress on an emerging cost contract (not fixed price), the RFA must mitigate the risk of NR cost overruns and not expose the council to unacceptable risk, noting the provisions within the Implementation Agreement approved by the Assets, Regeneration and Growth Committee on 17 September and 27 November 2018.***

The report to Full Council on 18 December 2018 explained that Network Rail will not enter the fixed price variant for high value projects and that any contract with Network Rail will be an emerging cost contract and outlined the cost control measures that will be put in place in the Implementation Agreement Contract with Network Rail as well as within the council and Re BXT teams to manage this risk. Further explanation is provided within the risk section of this report. Following Full Council's approval to enter into the IA on 18 December, the IA was subsequently completed. As explained in point 2 above sufficient risk and contingency has been built into the Anticipated Final Cost.

The RFA being progressed is now based on upfront recoverable grant. The terms of that agreement are now being worked through and an update will be provided to the Committee through an addendum report.

- 6. *That the impact on the council's general fund is either net nil or positive.***

The RFA being progressed is now based on upfront grant, which is expected to be recoverable. The terms of the RFA are now being worked through on the basis the RFA has nil net or positive impact on the council finances. An update will be provided to the Committee through an addendum report.

### **Minimum Revenue Provision Strategy**

- 1.20 The RFA being progressed is based on upfront grant, which is expected to be recoverable and therefore is unlikely to require a minimum revenue provision (MRP) strategy. This approach will be confirmed in the addendum note setting out further details of the approach.

### **Revised Capital Budgets**

- 1.21 The council has taken the approach of adding elements of the programme to the capital programme at the point where there are commissioned. However, once the RFA is in place, it is considered appropriate to make the consequential changes to the capital budgets required for the BXT and critical infrastructure to proceed and to reflect the spend profile and drawdown arrangements with HMG.
- 1.22 As of December 2018, the total current approved BXT budget in the capital programme is £92.79m. All of this budget falls within the original £97m MHCLG grant funding agreement. The GLA also provided a grant of £2.9m to support the programme, which was drawn down in 2015/16.

- 1.23 The consequential changes required are
- 1) increase the BXT capital budget by £272.3m from £92.79m to £365m in accordance with the spend profile across financial years in the table below.
  - 2) To create a new capital budget for the core critical infrastructure works totalling £55m in accordance with the spend profile across financial years in the table below.

<b>Spend Profile by year (£m)</b>	Cumulative to end of FY18/19	19/20	20/21	21/22	22/23	TOTAL £M
Thameslink	87.24	181.54	61.43	29.11	5.15	364.47
Critical Infrastructure		12.2	42.8			55.00
<b>TOTAL</b>						<b>419.47</b>

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The comprehensive regeneration of Brent Cross Cricklewood is a long-standing objective of the council, a key regeneration priority of the Mayor of London and actively supported by HM Government.

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

- 3.1 Recoverable grant is identified in the business case as the council's preferred option. The alternative funding option is to borrow as set out in the report to Committee on 11 December 2018 (paragraph 1.17). This option carries greater risk and therefore not recommended. MHCLG have also been asked to consider the option of unrecoverable grant.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The council and its advisors will continue to progress all work streams to ensure delivery of the Brent Cross regeneration proposals subject to the approvals required in this report.
- 4.2 The RFA will be finalised with the Chief Executive in consultation with the Chairman of the Committee and enter into the RFA with HMG to enable the commissioning the Schedule 2 (Rail Systems and Sidings) works as set out in the Implementation Agreement Contract with Network Rail dated 21 December 2018.
- 4.3 The consequential changes to the capital budget to proceed with the BXT and delivery of core critical infrastructure as detailed in paragraphs 5.2.7 of this report.

## **5. IMPLICATIONS OF DECISION**

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

- 5.1.1 Previous reports describe in detail the ways in which the regeneration of Brent Cross Cricklewood supports the council's Corporate Plan.

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

- 5.2.1 As stated in paragraphs 1.10 of this report, the council has now received approval to proceed with the delivery of the Thameslink scheme with the assurance that grant funding will be made available for the full budget requirement of the scheme.
- 5.2.2 The council has taken the approach of adding elements of the programme to the capital programme at the point where there are commissioned. However, once the RFA is in place, it is considered appropriate for the council to budget expenditure for the entire cost of BXT and critical infrastructure, totalling £419.47m, and to make the consequential changes to the capital budgets required for the project to proceed and reflect the spend profile and drawdown arrangements with HMG. The requests for budget increases for BXC within the council's capital programme in this report are in addition to those included in the Business Planning Report to this meeting.
- 5.2.3 Previously to reaching a funding agreement, the MHCLG Accounting Officer supplied a letter to confirm that existing £97m grant funding should be used to fund works until the end of February 2019 whilst the detail of the funding solution is worked through and put in place by the end of February 2019. The RFA is now being worked up based on additional grant, expected to be recoverable. An update will be provided prior to Committee.

#### BXC Revised Delivery Strategy – delivery of critical infrastructure

- 5.2.4 The revised delivery strategy, agreed by the council's Assets Regeneration and Growth Committee in November 2018, will require the council and BXS to deliver core critical infrastructure and land acquisition. The works total £55m and will be drawn down from MHCLG grant in accordance with RFA. Some of the works will be delivered by BXN or BXS. The existing grant funding agreement with BXN dated 11 July 2016 is being amended to reflect the revised delivery responsibility.

#### Thameslink Station

- 5.2.5 As of December 2018, the current approved budget in the capital programme is £92.79m. All this budget falls within the original £97m MHCLG grant funding agreement. The GLA has also provided a grant of £2.9m to support the BXC Programme. Spend to date (including expenditure committed but not yet paid) is £79.17m and anticipated spend to 31 March is £87.24m.
- 5.2.6 As previously stated, the delivery of the Thameslink works, including land acquisitions, is contained within the council's capital programme and funded by MHCLG grant. To date £58.3m has been received from MHCLG to fund project costs and land acquisitions. The council is drawing down funding on a quarterly basis. This includes the grant claim submitted to MHCLG totalling £38.687m on 11 February 2019.
- 5.2.7 The consequential changes required are:

- 1) increase the BXT capital budget from £92.79m to £365m in accordance with the spend profile across financial years in the table below, funded by grant from MHCLG.

- 2) to create a new capital budget for the core critical infrastructure works totalling £55m in accordance with the spend profile across financial years in the table below, funded by grant from MHCLG.

<b>Spend Profile by year (£m)</b>	<b>Cumulative to end of FY18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>TOTAL £M</b>
Thameslink	87.24	181.54	61.43	29.11	5.15	364.47
Critical Infrastructure		12.2	42.8			55.00
<b>TOTAL</b>						<b>419.47</b>

### 5.3 Social Value

- 5.3.1 Previous reports to the Assets, Regeneration and Growth Committee and this committee set out how the Brent Cross Cricklewood programme will secure wider social, economic and environmental benefits.

### 5.4 Legal and Constitutional References

- 5.4.1 The Council's Constitution, Article 4, sets out the role and function of Full Council which as a matter of law required to take certain important decisions including approving the strategic funding of the Council upon recommendation of the Policy and Resources Committee determination of the financial strategy and approval of the capital programme.
- 5.4.2 Article 7 of the Council's Constitution – Responsibility for Functions- sets out the terms of reference of the Policy and Resources Committee which include:
- Responsibility for strategic policy finance including recommending: Capital and Revenue Budget; Medium Term Financial Strategy and Corporate Plan to Full Council as well as Finance including: treasury management, local taxation, corporate procurement, grants and writing off debt, virements and effective use of resources.
- 5.4.3 The Council has a range of powers to enter into the legal agreements envisaged by this report, including the general power of competence under Section 1 of Chapter 1 of the Localism Act 2011 to do anything that individuals can do subject to any specific restrictions contained in legislation as well as pursuant to Section 111 of the Local Government Act 1972 which provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.4.4 Additionally, the Council has the power to acquire and dispose of land in accordance with Sections 120 to 123(2A) of the Local Government Act 1972, subject to obtaining all appropriate consents and approvals.
- 5.4.5 Procurement of public works and services contracts over the relevant value thresholds must observe the requirements of the Public Contracts Regulations 2015, to include the placing of OJEU notices where such contracts are not drawn down from a compliant framework. The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value

objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. “Social value” objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector; and the promotion of equality and diversity through contract delivery.

- 5.4.6 The Council is aware of the need for any funding which is supplied (by way of the SIC for example) to be made on terms which comply with state aid law (article 107 Treaty of the Functioning of the European Union) and as such any monies will be advanced on terms which reflect the approach of a private sector investor.

## 5.5 Risk Management

- 5.5.1 Risk management has been applied across all levels of the programme. As reported to Committee in September, owners and mitigation plans are identified and risks are measured against impact and likelihood to give an overall rating. High rating risks are escalated and reported through the defined reporting procedure with top risks reported to BXC Governance Board. Currently the key risks and mitigations are summarised below:

- 5.5.2 **Programme and funding** – There is a risk that BXN does not progress or that planning dates are not achieved across the programme. This risk has been identified in previous reports and the Council has been working with public sector and development partners to ensure mitigation plans are in place. The funding risk to the station project because of BXN delay has always been recognised and as detailed in this report public sector partners have been working together to agree an alternative funding strategy.

### 5.5.3 Failure to agree Revised Funding Agreement

- 1) A delay to agreeing the revised Funding Agreement with public sector partners will impact the station programme and will delay the planned opening date of May 2022.
- 2) A failure to agree a revised Funding Agreement would lead to further risk and uncertainty as BXT is critical to delivery of BXS. Both programmes will stall and works will stop whilst a new funding solution is found. Contractors are very likely to be stood down and resources will be deployed elsewhere. Remobilisation will take time with a three-year delay at best. It raises the uncertainty of whether BXS and comprehensive redevelopment of BXC is delivered.

- 5.5.4 A number of recommendations in this report are subject to the revised funding strategy being agreed by HMG, GLA as well as Policy and Resources Committee and Full Council. The Policy and Resources Committee revised the tests on 11 December 2018 for the council to assure itself that the prudential code can be satisfied before borrowing can be undertaken. These tests will need to be reviewed to mitigate the intended risk in light of the new funding strategy.

- 5.5.5 **BXT cost overruns / insufficient business rates generated.** The RFA is now based on grant and not council borrowing. Grant recovery is different to borrowing in a number

of important ways:

- Repayment does not begin immediately, but can wait until the funding stream being used to repay comes available.
- No interest is charged.
- Repayment does not have to be of the full grant amount.

5.5.6 The report to the Committee on 11 December 2018 (paragraphs 1.27–1.28) explained that the Business Rates (BR) model has been further refined since the 2016 approved FBC and is now based on detailed designs, net internal area calculations, delivery sequences (for demolition and construction) and leasing strategies for all non-residential use within the whole of the Brent Cross Cricklewood development as well as updated costs. The model therefore gives a significantly more sophisticated picture of business rate income over the lifetime of the project.

5.5.7 The current AFC can accommodate an increase in costs by 17.25% within the 18.25-year payback period. A number of sensitivity tests have been run to reflect cost increases, reduction in income and delays to the project. These demonstrate that in a 'worst case' combined scenario of a substantial cost increase, 10% reduction in BR income, and a six months delay in project delivery, the payback period is just over the original maximum parameter of 25 years.

5.5.8 Nevertheless, it will be critical for the BXT team to manage this risk through the commercial and risk management processes as set out below.

5.5.9 **Thameslink delivery costs** – as with all major programmes there is the risk that costs will increase during programme delivery. The council/Currie and Brown have undertaken an independent review of the Network Rail cost estimates. BXT/Currie and Brown have now endorsed the Target Cost Estimate between NR/Amey as set out in paragraphs x and x above in respect of the Rail Systems and Sidings works as required before commissioning of the Schedule 2 works of the NR Implementation Contract signed on 21 December 2018. The contract between the Council and NR is an Emerging Cost contract. As indicated in previous reports, all emerging cost contracts entered into will require strong contract management to ensure all costs incurred are reasonable. As part of the signed IA the council will have open book access to all of Network Rail's financial information relating to invoiced costs incurred on the programme. This will extend to Network Rail contractors where an emerging cost contract is in place. As referred to in the report to ARG in November 2018, the council also has the right (subject to notice and personal safety) to access the site and attend meetings.

5.5.10 The most important control mechanism for the council is to employ experienced staff who will provide diligent review and challenge of the NR cost base, and reject any costs which are not reasonably and properly incurred. The council's Client and Re Thameslink delivery team comprises professionals used to working on the railway within Network Rail and are experienced in delivering large railway projects. The challenge to NR will need to operate at several levels, including:

- a. A full-time site presence that stays abreast of issues that arise on site, and monitors the detail and impact of any events, or failure to meet programme milestones, quality standards etc. The site team/person will also systematically log these events/issues and share this information with NR.

- b. Whilst it will always be difficult to isolate costs associated with NR/Contractor failure, from genuine cost, it is important that NR are discouraged from passing on contractor valuations without themselves challenging whether a deduction should be made to take account of notified failures.
- c. Attendance at key NR meetings. This is in addition to the role set out in (a), targeting any issues which may not have been picked up by the site based teams, but for the same purpose as (1).
- d. A strong commercial challenge that scrutinises and interrogates any unexpected costs which emerge during the pre-invoice (valuation) process, and repeats this when the main invoices are submitted.

5.5.11 The Council is in control of the TOC, waste, highways and station programmes. It is the rail systems and sidings through Network Rail that carry the greater risk. The council has put in place an experienced team to ensure robust cost management processes are in place across the programme and ensure early warning signs of any divergence from the AFC are identified and mitigation plans put in place, and escalated if necessary, to manage the outturn cost. DfT are in a position to influence if necessary given DfT's relationship with NR. BXT costs will be reported to and monitored regularly by the Council as well as the Government Assurance Board, who will review and agree any contingency plan.

5.5.12 **Station Delivery Date** – As reported to Committee in September, there is the risk – even with appropriate funding in place - that the May 2022 station opening date cannot be achieved. This would result in additional costs due to programme prolongation as the earliest viable opening date would be December 2022 due to restrictions on timetable changes. This could be later depending on other works on the railway. Railway possessions are already booked. To mitigate this risk there are project and programme review boards in place that regularly monitor and challenge deliverables at all levels. Specific project risks are identified and managed at the work package level with clear owners and mitigation plans for each. Any risk that results in an impact on a key milestone is reviewed by the programme team and BXC governance board taking into consideration time and cost implications alongside impacts on BXS given the interdependencies and criticality of delivery of the station on the BXS programme.

5.5.13 **Residential Delivery** There is a risk that further delays to the BXN development will lead to uncertainty for residents and business owners who are being affected by the development either through relocation or disruption from construction activities. This is being mitigated through many communication activities and resident steering groups that have been setup specifically to keep affected parties up to date with the latest programme dates.

5.5.14 **Economic** – There is a risk that the prevailing economic position for the traditional retail sector will continue. This could result in reduced demand for retail space and administration to existing retailers. To mitigate this the BXS development partners are exploring a diversification of offer for BXS.

5.5.15 **Planning** – There is a risk that the BXC Partners do not meet the timescales established

to secure the revised delivery strategy. To mitigate this all the BXC Partners are working to March submission date to ensure all parts of the scheme can be delivered to ensure comprehensive regeneration in its entirety.

## **5.6 Equalities and Diversity**

5.6.1 As previously reported, the Development Proposals support achievement of the council's Strategic Equalities Objective.

5.6.2 The development proposals for the Brent Cross Cricklewood scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.

## **5.7 Corporate Parenting**

5.7.1 None in the context of this report.

## **5.8 Consultation and Engagement**

### **Programme wide**

5.8.1 A detailed update on consultation and engagement was provided to the ARG committee on 27 November 2018.

<http://committeepapers.barnet.gov.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>

## **6.0 BACKGROUND PAPERS**

6.1 Policy and Resources Committee 17 May 2016 Brent Cross Funding  
<http://barnet.moderngov.co.uk/documents/g7860/Public%20reports%20pack%2021st-Jul-2014%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>

6.2 Assets, Regeneration and Growth Committee, 17 March 2016, item 14, Brent Cross Cricklewood Compulsory Purchase Order (No.3),  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8312&Ver=4>

6.3 Assets, Regeneration and Growth Committee, 17 March 2016, item 16, Brent Cross Cricklewood  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8312&Ver=4>



- 6.4 Policy and Resources Committee 17 May 2016 Brent Cross Funding  
<http://committeepapers.barnet.gov.uk/documents/b27688/Brent%20Cross%20funding%20strategy%2017th-May%2016%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=9>
- 6.5 Assets, Regeneration and Growth Committee, 24 April 2017, Brent Cross Cricklewood Update Report  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8641&Ver=4>
- 6.6 Assets, Regeneration and Growth Committee, 24 July 2017, Brent Cross Cricklewood Update  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9337&Ver=4>
- 6.7 Assets, Regeneration and Growth Committee, 4 September 2017, Brent Cross Cricklewood update report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9080&Ver=4>
- 6.8 Assets, Regeneration and Growth Committee, 27<sup>th</sup> November 2017, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4>
- 6.9 Assets, Regeneration and Growth Committee, 12<sup>th</sup> March 2018, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9083&Ver=4>
- 6.10 Assets, Regeneration and Growth Committee, 14<sup>th</sup> June 2018, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9480&Ver=4>
- 6.11 Assets, Regeneration and Growth Committee, 17<sup>th</sup> September 2018, Brent Cross Cricklewood Update Report,  
<https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9764&Ver=4>
- 6.12 Assets, Regeneration and Growth Committee, 27<sup>th</sup> November 2018, Brent Cross Cricklewood Update Report  
<http://committeepapers.barnet.gov.uk/documents/s49849/Brent%20Cross%20Cricklewood%20Update%20Report.pdf>
- 6.13 Policy and Resources Committee 11 December 2016 Brent Cross Funding  
<https://barnet.moderngov.co.uk/documents/g9460/Public%20reports%20pack%2011th-Dec-2018%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>
- 6.14 Full Council 18 December 2016 Brent Cross Cricklewood Update Report  
<https://barnet.moderngov.co.uk/documents/g9454/Public%20reports%20pack%2018th-Dec-2018%2019.00%20Council.pdf?T=10>

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**London Borough of Barnet  
Policy and Resources  
Committee Work Programme**

**2019**

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Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
<b>11 April 2019 NEW</b>			
Barnet's Local Plan – Preferred Approach (Reg 18 stage)	To agree and approve Barnet's Local Plan (Preferred Approach) for public consultation.	Deputy Chief Executive	Key
<b>Items to be Allocated</b>			
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Deputy Chief Executive	Non-key
Street Naming and Numbering Policy	To approved the revised Street Naming and Numbering Policy	Service Director – Planning and Building Control	Key

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 17

Document is Restricted

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