

Meeting of the Council of the London Borough of Barnet

TO BE HELD ON

TUESDAY 6TH MARCH, 2018 AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG

S U M M O N S A N D A G E N D A



All Councillors are hereby summoned to attend the Council meeting for the transaction of the business set out.

Andrew Charlwood
Head of Governance

Agenda and Timetable
Tuesday 6th March, 2018

Item	Subject	Timing	Page Nos
	Part 1 - Statutory formalities/Announcements (15 minutes)	7.00pm – 7.15pm	
1.	Apologies for absence		
2.	Elect a Member to preside if the Mayor is absent		
3.	Prayer		
4.	Declarations of Interest		
5.	Minutes of the last meeting		5 - 18
6.	Official announcements		
7.	Any business remaining from last meeting		
8.	Resolution of Appreciation		
9.	The Mayoralty for the Municipal Year 2018-2019		
	Part 3 - Statutory Council Business (90 minutes)	7.15pm – 8.45pm	
10.	Reports from the Leader		19 - 20
11.	Petitions for Debate (20 minutes)		
12.	Reports from Committees		
12.1	Report of Policy and Resources Committee - Business Planning 2018-20		21 - 478
13.	Reports of Officers	8.45pm - 9.15pm	
13.1	Report of the Monitoring Officer - Members Allowance Scheme 2018-19		479 - 506

13.2	Report of the Head of Governance		507 - 510
14.	Questions to Council Representatives on Outside Bodies		

Andrew Charlwood, Head of Governance
 Building 4, North London Business Park, Oakleigh Road South, N11 1NP

FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. The Council Chamber has an induction loop so that those who have hearing difficulties can hear the debate. **If you wish to let us know in advance that you will be attending the meeting, please telephone Kirstin Lambert on 020 8359 2177 (direct line).**

People with hearing difficulties who have a text phone, may telephone our Minicom number on 020 8203 8942.

FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

This page is intentionally left blank

Minutes

OF THE MEETING OF THE COUNCIL OF THE LONDON BOROUGH OF BARNET
held at Hendon Town Hall, The Burroughs, London NW4 4BG, on 30 January 2018

PRESENT:-

AGENDA ITEM 5

The Worshipful the Mayor (Councillor Brian Slainger)
The Deputy Mayor (Councillor Val Duschinsky)

Maureen Braun	Ross Houston	Sachin Rajput
Jess Brayne	Anne Hutton	Barry Rawlings
Alison Cornelius	Andreas Ioannidis	Hugh Rayner
Rebecca Challice	Sury Khatri	Tim Roberts
Pauline Coakley Webb	Kathy Levine	Gabriel Rozenberg
Dean Cohen	David Longstaff	Lisa Rutter
Jack Cohen	Kitty Lyons	Shimon Ryde
Melvin Cohen	John Marshall	Gill Sargeant
Philip Cohen	Kath McGuirk	Joan Scannell
Geof Cooke	Arjun Mittra	Alan Schneiderman
Richard Cornelius	Alison Moore	Mark Shooter
Tom Davey	Ammar Naqvi	Agnes Slocombe
Paul Edwards	Nagus Narenthira	Stephen Sowerby
Claire Farrier	Graham Old	Caroline Stock
Anthony Finn	Charlie O-Macauley	Daniel Thomas
Brian Gordon	Alon Or-Bach	Reuben Thompstone
Eva Greenspan	Reema Patel	Jim Tierney
Rohit Grover	Bridget Perry	Laurie Williams
Helena Hart	Wendy Prentice	Peter Zinkin
John Hart		Zakia Zubairi

1. APOLOGIES FOR ABSENCE

None.

2. ELECT A MEMBER TO PRESIDE IF THE MAYOR IS ABSENT

The Worshipful the Mayor was present.

3. PRAYER

Ms Lisa Shendge was called upon by the Worshipful the Mayor and invited to speak to Council and say prayers.

4. DECLARATIONS OF INTEREST

Councillor	Item	Interest declared
Cllr Arjun Mittra	14.1 Administration Motion in the name of Councillor Brian Gordon - Teaching, faith	A non-pecuniary and non-prejudicial interest, as he is an employee of

	schools 14.4 Administration Motion in the name of Councillor David Longstaff - Council condemns Labour's decision to close Barnet Police Station	the GLA (Greater London Authority).
Cllr Adam Langleben	14.1 Administration Motion in the name of Councillor Brian Gordon - Teaching, faith schools	Councillor Langleben declared a non-pecuniary interest as he is employed by the Jewish Leadership Council.

5. MINUTES OF THE LAST MEETINGS

The minutes of the meetings held on 12 December 2017 were agreed as a correct record.

6. OFFICIAL ANNOUNCEMENTS

The Worshipful the Mayor thanked Members who attended the Holocaust Memorial Event.

The Worshipful the Mayor congratulated the Deputy Lord Lieutenant, Mr Martin Russell, on the arrival of his first grandchild in December, a boy born on 16 December. He also congratulated the Council's Director of Resources and Section 151 Officer, Anisa Darr, on the birth of her first child, a boy named Noah.

The Worshipful the Mayor noted that he had recently written to a number of Barnet residents to congratulate them on being recognised for their achievements and services to society in the New Year's Honours list. Those who had been honoured were:

Medallists of the Order of the British Empire:

Adrian Mark Jacobs - Volunteer, Police Liaison, Metropolitan Police Service. For services to Interfaith Relations and the community in the London Borough of Barnet

Miss Clare Beatrice McCarthy - Member, London and South Region, St John Fellowship. For voluntary service to First Aid

Dr Chaim Olmer – For services to Holocaust Education

Mrs Freda Wineman – For services to Holocaust Education

Members of the Order of the British Empire:

Adetunji Adebeyejo Akintokun – Director, Cisco Systems and Co-Director, Your Future, Your Ambition For services to Young People from Minority Ethnic Backgrounds in Science and Technology

Lieutenant Colonel (Retd) Mordaunt Cohen, TD DL - For services to Second World War Education.

Shimon Fhima - Programme Director, HM Revenue and Customs. For services to Taxpayers

Bernd Koschland - For services to Holocaust Education

Mrs Moira Newton - For services to the Jewish Community in North London.

Neil Duncan Scott - Project Support Officer, Department for Business, Energy and Industrial Strategy. For public service.

Leonie Rachelle Lewis – Director and the Jewish Volunteering Network. For services to the Jewish community.

Sian John – Microsoft Executive Security Advisor. For services to cybersecurity.

Officers of the Order of the British Empire:

Mrs Bernice Alda McCabe - Headmistress, North London Collegiate School, For services to Education.

The Worshipful the Mayor updated Members on arrangements for the ceremonial meeting to confer Freedom of the Borough on Saracens Rugby Club. He stated that this follows the Council resolution on 12 December 2017. He noted that the event would take place on 20 February at Hendon Town Hall with a 7pm start. He thanked Members of Chipping Barnet and Finchley and Golders Green Area Planning Committees who had agreed to move their meetings that night to accommodate this event. He requested that all Members of the Council hold the date and await a formal invitation. He requested that a short turnaround noting that the RSVP date was 9 February. He advised that it was important Members respond promptly to enable staff to manage event planning.

The Worshipful the Mayor reminded Council that he would hold an Inter-faiths service on 11 February at Mill Hill School at 3pm at which representatives of many faiths would participate and celebrate the diversity of religion in the Borough. He invited everyone to attend.

The Worshipful the Mayor told Members that the next Council meeting (the Budget Council meeting) would be the last meeting of this Council prior to the local elections. He therefore invited those Members who were not standing again to say a few words of valediction at that meeting. He requested notice of the intention to speak.

7. ANY BUSINESS REMAINING FROM LAST MEETING

There was none.

8. QUESTIONS TO THE LEADER (AND COMMITTEE CHAIRMEN IF HE/SHE HAS DELEGATED)

Answers to the questions submitted were provided as a supplementary paper to the agenda.

Supplementary questions were then asked and answered within the allotted time given for the item.

9. REPORTS FROM COMMITTEES

9.1 REPORT OF THE CONSTITUTION ETHICS AND PROBITY COMMITTEE - CONSTITUTION REVIEW

Councillor John Marshall, Chairman of the Constitution, Ethics and Probity Committee, moved reception and adoption of the recommendations in the report. Debate ensued.

The recommendations as set out in the report were then put to the vote and unanimously agreed by Council.

RESOLVED:

- 1. That Council approve the recommendations contained in the report from the Constitution Ethics & Probity Committee at Annexe 1A, and the track change versions attached at Appendix A to Appendix L.**
- 2. That the Monitoring Officer and Chief Legal Advisor be authorised to implement these revisions and publish a revised Constitution.**

9.2 REPORT OF GENERAL FUNCTIONS COMMITTEE - APPROVAL OF THE ANNUAL PAY POLICY STATEMENT

Councillor John Scannell Chairman of the General Functions Committee, moved reception and adoption of the recommendations in the report. Debate ensued.

The recommendations as set out in the report were then put to the vote and unanimously agreed by Council.

RESOLVED that Council approves the Annual Pay Policy Statement for the financial year 2018/19 as set out in Annex A to the report.

10. REPORTS FROM THE LEADER

The Leader, Councillor Richard Cornelius moved reception and adoption of the report. Debate ensued.

The recommendations as set out in the report were then put to the vote and unanimously agreed by Council.

RESOLVED:

- 1. That the update report on progress of Barnet Children's Services Improvement Action Plan (Annex 1) be noted.**

2. That the Children's Commissioners Report into Report into Children's Social Care Services in the London Borough of Barnet (Annex 2) be noted.
3. That the Statutory Direction from the Secretary of State for Education in respect of the London Borough of Barnet's Children's Services (Annex 3) be noted.

11. PETITIONS FOR DEBATE (20 MINUTES)

There were none.

12. REPORTS OF OFFICERS

12.1 REPORT OF DIRECTOR OF FINANCE - LONDON BOROUGHS GRANTS SCHEME

The recommendations as set out in the report were put to the vote and unanimously agreed by Council.

RESOLVED

1. That the recommendation of the London Councils Leaders' Committee for an overall level of expenditure of £8,668,000 in 2018/19, involving total borough contributions of £6,668,000 and a levy on Barnet of £292,953, be approved.
2. That the Director of Finance be instructed to inform the Chief Executive of London Councils accordingly.

12.2 REPORT OF THE HEAD OF GOVERNANCE

The Head of Governance introduced the report and the supplement to the report. Council noted that both the Chipping Barnet Area Planning Committee and the Finchley and the Golders Green Area Planning Committee had both changed meeting dates from 20 February to 22 February 2018.

RESOLVED:

1. That the Council note the changes to the Calendar of Meetings as set out in Appendix A and as referred to in the preamble above.
2. That Council makes appointment to the Local Pension Board as listed in Appendix B.
3. That Council confirm the Chief Executive as statutory proper officer births, marriages and deaths until the new Head of Customer Strategy and Programmes commences employment with the Council.
4. That Council note Mr Kevin Bartle has been appointed as Acting Director of Finance (Chief Finance Officer / Section 151 Officer)

13. QUESTIONS TO COUNCIL REPRESENTATIVES ON OUTSIDE BODIES

There were no questions.

14. MOTIONS (45 MINUTES)

Prior to the consideration of Council Motions, Full Council agreed to suspend Full Council Procedure Rules and amended the time available for each speaker.

14.1 ADMINISTRATION MOTION IN THE NAME OF COUNCILLOR BRIAN GORDON - TEACHING, FAITH SCHOOLS

Councillor Brian Gordon moved the motion in his name.

Councillor Paul Edwards moved the amendment in the name of Councillor Pauline Coakley Webb. Debate ensued.

The amendment in the name of Councillor Pauline Pauline Coakley Webb was put to the vote. This was unanimously agreed.

Upon being put to the vote the substantive motion was unanimously agreed.

RESOLVED that:

Council notes that the Government is undergoing consultations regarding the teaching of subjects of sex, sexuality and relationships in schools and Council welcomes this educational initiative.

Council is aware that there are aspects of the teaching of sex, sexuality and relationships that would conflict with the ethos of some faith schools.

Council very much recognises and values the diversity of faith schools within this Borough, notes the excellent achievements of many of them and would not wish to see these schools undermined.

Council calls on the Government to allow faith schools to deal with the teaching of the said subjects in a manner consistent with their religious ethos, including the promotion of tolerance and to ensure the safeguarding of children.

Council calls on the Government to ensure the Department of Education allows for this in its pending guidelines and to call on OFSTED inspectors to be sensitive and understanding of this when carrying out their inspections.

14.5 OPPOSITION MOTION IN THE NAME OF COUNCILLOR BARRY RAWLINGS - PUBLIC SERVICES AND OUTSOURCING

Councillor Barry Rawlings moved the motion in his name. Debate ensued. Upon being put to the vote the motion was unanimously agreed

RESOLVED that:

Council notes the collapse of the giant outsourcing firm Carillion earlier this month following financial problems, a number of profit warnings, the departure of its Chief Executive and a drastic plunge in its share price.

Council notes the uncertainty and concern this causes for thousands of Carillion's workers, the small businesses in its supply chain, the projects it was contracted to deliver, and the public who use the services it was contracted to provide.

Council notes LB Barnet's use of mass outsourcing contracts to provide critical back-office, regulatory and other services, and therefore requests that the Policy & Resources Committee receives a report on what contingency plans are in place should anything similar happen to outsourced services in Barnet.

14.3 **ADMINISTRATION MOTION IN THE NAME OF COUNCILLOR MELVIN COHEN - THE MAYOR'S DRAFT LONDON PLAN IS BAD FOR BARNET AND BAD FOR LONDON**

Councillor Melvin Cohen moved the motion in his name. Councillor Jim Tierney moved the amendment in his name. Debate ensued.

The amendment in the name of Councillor Jim Tierney was put to the vote.

Votes were recorded as follows:

For	31
Against	32
Abstain	0
Absent	0
TOTAL	63

The amendment was declared lost.

The motion in the name of Councillor Melvin Cohen was then put to the vote and recorded as follows:

For	32
Against	31
Abstain	0
Absent	0
TOTAL	63

The Motion was declared carried.

RESOLVED that:

Council expresses grave reservations about the content of the London Mayor's Draft London Plan and its implications for Barnet. It is another example of this Mayor imposing inner London solutions on outer London problems.

The Draft Plan's overarching theme is to cram as much small, high-density housing into as much available land as possible, even if this means building in people's back gardens. To achieve this, the Draft Plan removes all reference to the housing density matrix and states that minimum space standards should not be exceeded. Council considers this hypocritical from a Mayor who so loudly condemned 'rabbit hutch' homes.

Council also notes the Draft Plan is entirely bereft of targets for family homes. Mayor Boris Johnson's housing strategy, by contrast, had a target for 36% of affordable homes to be family sized — but the current London Mayor told the London Assembly this month he considered a two-bedroom flat to be a family home.

Council calls on the Leader to make known these objections to the London Mayor.

14.6 **OPPOSITION MOTION IN THE NAME OF COUNCILLOR KATH MCGUIRK - NORTH FINCHLEY CROWN POST OFFICE**

Councillor Kath McGuirk moved the motion in her name. Councillor Hugh Rayner moved the amendment in his name. Councillor Tim Roberts moved an amendment in his name.

During debate, Councillor Hugh Rayner moved, that under Council Procedure Rule 10.9 moved, "that the question be now put". This was seconded by Councillor Reuben Thompstone. Votes were recorded as follows:

For	32
Against	31
Abstain	0
Absent	0
TOTAL	63

The amendment in the name of Councillor Tim Roberts was put to the vote.

Votes were recorded as follows:

For	31
Against	32
Abstain	0
Absent	0
TOTAL	63

At least ten members called for a formal division on the voting. Upon the vote being taken, the results of the division were declared as follows:

	For	Against	Not Voting	Absent
Maureen Braun		✓		

	For	Against	Not Voting	Absent
Jess Brayne	✓			
Rebecca Challice	✓			
Pauline Coakley Webb	✓			
Dean Cohen		✓		
Jack Cohen	✓			
Melvin Cohen		✓		
Philip Cohen	✓			
Geof Cooke	✓			
Alison Cornelius		✓		
Richard Cornelius		✓		
Tom Davey		✓		
Val Duschinsky		✓		
Paul Edwards	✓			
Claire Farrier	✓			
Anthony Finn		✓		
Brian Gordon		✓		
Eva Greenspan		✓		
Rohit Grover		✓		
Helena Hart		✓		
John Hart		✓		
Ross Houston	✓			
Anne Hutton	✓			
Andreas Ioannidis	✓			
Devra Kay	✓			
Sury Khatri		✓		
Adam Langleben	✓			
Kathy Levine	✓			
David Longstaff		✓		
Kitty Lyons	✓			
John Marshall		✓		
Kath McGuirk	✓			
Arjun Mittra	✓			
Alison Moore	✓			
Ammar Naqvi	✓			
Nagas Narenthira	✓			
Charlie O'Macauley	✓			
Graham Old		✓		
Alon Or-Bach	✓			
Reema Patel	✓			

	For	Against	Not Voting	Absent
Bridget Perry		✓		
Wendy Prentice		✓		
Sachin Rajput		✓		
Barry Rawlings	✓			
Hugh Rayner		✓		
Tim Roberts	✓			
Gabriel Rozenberg		✓		
Lisa Rutter		✓		
Shimon Ryde		✓		
Brian Salinger		✓		
Gill Sargeant	✓			
Joan Scannell		✓		
Alan Schneiderman	✓			
Mark Shooter		✓		
Agnes Slocombe	✓			
Stephen Sowerby		✓		
Caroline Stock		✓		
Daniel Thomas		✓		
Reuben Thompstone		✓		
Jim Tierney	✓			
Laurie Williams	✓			
Peter Zinkin		✓		
Zakia Zubairi	✓			

The amendment was declared lost.

The amendment in the name of Councillor Hugh Rayner was put to the vote.

Votes were recorded as follows:

For	32
Against	31
Abstain	0
Absent	0
TOTAL	63

The amendment was declared carried.

RESOLVED that:

Council notes a campaign has been launched to prevent the proposed conversion of North Finchley Post Office into a franchise and to maintain it as Crown Post Office. Council notes this will result in a reduced service with longer queues and waiting times for customers.

Since the mass closure of Crown Post Offices began under the previous Labour government, some 97% are now franchises, leading in many cases to longer opening hours and greater convenience for customers. Indeed, despite Labour members' involvement in the campaign against the closure of East Finchley Crown Post Office in 2014, Council notes that the franchise is now open for longer. It is also open on Sundays, unlike North Finchley Post Office.

Council notes a Financial Times report on East Finchley Post Office, published on 15th August 2016, which described how "Customers appear satisfied with the service." The newspaper quoted Gloria Benson, 50, who said "It's a wonderful post office. The old post office was a nightmare you had to wait for a long time" and Marc Schaller, 38, who said "I felt for a long time the post office needed to update and modernise."

Council wants to support and rejuvenate our Town Centres and believes this kind of innovative entrepreneurial partnership complements our aim and is in the best interests of customers.

Council therefore instructs officers to set out LB Barnet's position on the proposed closure in a response to the Post Office Ltd consultation.

Before the consideration of the following motions, the Mayor asked whether Council wished to debate further motions in accordance with Council Procedure Rule 2.1 15. Votes were recorded as follows:

For	31
Against	32
Abstain	0
Absent	0
TOTAL	63

The following motions were therefore put to the vote without debate.

14.2 **ADMINISTRATION MOTION IN THE NAME OF COUNCILLOR REUBEN THOMPSTONE - ANTI-BULLYING CHARTER: HOW OUR SCHOOLS CAN HELP**

The Mayor requested the motion in the name of Councillor Reuben Thompstone be put to the vote. This was unanimously agreed.

RESOLVED that:

Barnet has some of the highest-performing and most desirable schools in the country, built on foundations of educational excellence and a holistic approach to pupil welfare.

Council recognises this and invites good and outstanding schools in Barnet to use their experience and excellent processes — particularly in dealing with cyber bullying and the abuse of social networks — to contribute to LBC Radio’s Anti-Bullying Charter, led by presenter Nick Ferrari.

The Charter states that:

- 1. Cyberbullying should be a compulsory part of PSHE education;**
- 2. Social media sites need to have clearer signposting to sources of support such as ChildLine, the Samaritans and other charities. These signposts should be clear and child friendly;**
- 3. We want to see strengthening of age verification measures for social media sites;**
- 4. All schools should have a secure area where pupils could call or email ChildLine if they are feeling victimised or bullied;**
- 5. Schools to host an annual session for parents to help understand how to help children who are being cyber-bullied.**

Council calls on the Leader of the Council to write to Barnet’s good and outstanding schools encouraging them to adopt the Anti-Bullying Charter and contribute to best practice over its implementation.

14.4 ADMINISTRATION MOTION IN THE NAME OF COUNCILLOR DAVID LONGSTAFF - COUNCIL CONDEMNS LABOUR'S DECISION TO CLOSE BARNET POLICE STATION

The amendment in the name of Councillor Barry Rawlings was put to the vote. Votes were recorded as follows:

For	31
Against	32
Abstain	0
Absent	0
TOTAL	63

The amendment was declared lost

The motion in the name of Councillor David Longstaff was put to the vote. Votes were recorded as follows.

For	32
-----	----

Against	30
Abstain	0
Absent	1
TOTAL	63

The Motion was declared carried.

RESOLVED that:

Council is concerned about the loss of front desk services, the loss of a base for police officers and the reduced visibility of a police presence in the north of our borough.

Labour closed Barnet Police Station’s front desk services on 14th December 2017. The rest of the building will close in the coming months.

Almost every police officer serving the borough will be based at Colindale Police Station. This will significantly undermine the ability of local neighbourhood teams to operate effectively and efficiently in the areas for which they have responsibility.

Residents living in the east of the borough are also now as far from their only police station as they are to Edmonton’s — a half hour drive or hour’s bus journey... on a good day.

Council understands the Metropolitan Police Service need to make savings and operate efficiently, whilst maintaining public confidence and effectiveness. The closure of Barnet Police Station is not the way to do this. The full cost of closure, the replacement of secure facilities, IT and Communication infrastructure alongside the wasted travel time has not been fully calculated.

The police station reinforces to the public that there is a strong, visible and reassuring police presence and deterrent in the north of our borough. It is a place for officers to meet privately, write-up reports and to de-stress after harrowing events. It is also a building where other police services reside and officers are seen working in an active police station.

The previous London Mayor delivered efficiency savings and kept Barnet Police Station open. He also allocated £300 million of the £400 million savings the Mayor claims he has to make. Labour’s decision is unjustified and will put the public in harm’s way.

Council calls on the Leader of the Council to write to the London Mayor and ask him to re-evaluate his decision to close the station as it is putting Barnet residents’ safety at risk, the police officers’ safety and health at risk and increasing the fear of crime across Barnet.

14.7 OPPOSITION MOTION IN THE NAME OF CLLR PHIL COHEN - WORKING WITH THRIVE LDN TO IMPROVE MENTAL HEALTH IN BARNET

The amendment in the name of the Leader, Councillor Richard Cornelius, was put to the vote. Votes were recorded as follows:

For	32
Against	30
Abstain	0
Absent	1
TOTAL	63

The amendment was declared carried. The substantive motion was then put to the vote and was unanimously agreed.

RESOLVED that:

Council acknowledges that two million Londoners experience poor mental health, which equates to 62,500 people in each borough, and that London’s suicide rate increased by 33 per cent from 552 to 735 incidents between 2014 and 2015 – the highest figure recorded by the Office for National Statistics since records began.

Council understands that employment for Londoners with a mental health problem is 31 per cent lower than the UK average and that the financial cost of mental ill-health is approximately £700 million for each London borough.


Council notes that overall rates of individual mental health problems are higher in Barnet than London and England, and the rate of detention for a mental health condition is significantly higher than the London or England averages. In light of this Council applauds the decision taken by the Government to create a Minister for Loneliness on the advice of the Jo Cox Commission on

Loneliness, as well as the £15 million extra mental health funding made available, but recognises we also have a role to play.

Council therefore reaffirms its commitment to approach mental health and wellbeing as a key priority and to work collaboratively with partners within and outside the borough to address and tackle mental ill-health across our communities.

To this end Council commits to investigating the case for supporting Thrive LDN, the mental health organisation led by the London Health Board, and how this could improve the mental health of Barnet residents.

The meeting finished at 21:34

	<p>COUNCIL</p> <p>6 March 2018</p>
<p>Title</p>	<p>Report from the Leader</p>
<p>Report of</p>	<p>Leader of the Council</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>None</p>
<p>Officer Contact Details</p>	<p>Andrew Charlwood, Head of Governance, 020 8359 2014, andrew.charlwood@barnet.gov.uk</p>

<p>Summary</p>
<p>The Leader has requested to address the Council on the current consultation relating to the Department for Communities and Local Government consultation, Fair Funding Review: A review of relative needs and resources which closes on 12 March 2018.</p>

<p>Recommendation</p>
<p>That the Council note the comments of the Leader and determine an appropriate course of action.</p>

1. WHY THIS REPORT IS NEEDED

1.1 The Council Procedure Rules include in the items of Part 3 Statutory Council Business 'Report from the Leader'. The Leader has indicated that he wishes to use this provision to address Council on the Department for Communities and Local Government consultation, Fair Funding Review: A review of relative needs and resources.

2. REASONS FOR RECOMMENDATIONS

2.1 The Leader is able to bring reports to Council for consideration.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 N/A.

4. POST DECISION IMPLEMENTATION

4.1 Post decision implementation will be dependent on the resolution of Council.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 N/A.

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

5.2.1 None in the content of this report.

5.3 Legal and Constitutional References

5.3.1 Council Constitution, Full Council Procedure Rules – Section 2.1, Part 3 (Statutory Council Business), item 11. includes ‘Reports from the Leader.’

5.4 Risk Management

5.4.1 None in the content of this report.

5.5 Equalities and Diversity

5.5.1 None in the content of this report.

5.6 Consultation and Engagement

5.6.1 The Leader wishes Council to consider an open consultation by the Department for Communities and Local Government.

6. BACKGROUND PAPERS

6.1 Department for Communities and Local Government, <https://www.gov.uk/government/consultations/fair-funding-review-a-review-of-relative-needs-and-resources> Fair funding review: a review of relative needs and resources

	<p>Council 6 March 2018</p>
<p style="text-align: right;">Title</p>	<p>Business Planning 2018-2020</p>
<p style="text-align: right;">Report of</p>	<p>Councillor Richard Cornelius</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 – Report of the Policy and Resources Committee 13 February 2018 Appendix A – Medium Term Financial Strategy Appendix B – Council Tax Resolutions Appendix C1 – Detailed Revenue Budgets, Savings, Pressures and Council Tax Schedules Appendix C2 – Theme Committee Revenue Budgets, Savings and Pressures Appendix D – Capital Funding Changes Appendix E1 – Theme Committee Capital programme Appendix E2 – Capital Programme by Delivery Unit Appendix F – Housing Revenue Account Appendix G – Fees and Charges Appendix H – Consultation report Appendix I – Corporate Equalities Impact Analysis (CEIA) Appendix J – Treasury Management Strategy Appendix K – Reserves and Balances Policy Appendix L – Debt Management Policy Appendix M – Corporate Risk Register Appendix N – Corporate Plan Addendum</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Kevin Bartle, Director of Finance (s151 Officer) kevin.bartle@barnet.gov.uk Paul Clarke, Head of Finance (Deputy s151 Officer) paul.clarke@barnet.gov.uk</p>

Summary

This report encloses the report that was considered by Policy and Resources Committee on 13 February 2018 and sets out the recommendations the Committee made to Full Council

Recommendations

That Council:

- 1** Consider the issues that have emerged from the consultation when making their decisions. Council will make the decisions below also being mindful of the equalities impact assessments including the cumulative equalities impact assessments;
- 2** Approve the MTFs attached as Appendix A and the detailed revenue budgets in Appendices C1 and C2. The MTFs sets out all of the budget changes over the period 2017-20, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based;
- 3** Approve that the budget for 2018/19 is prepared on the basis of no increase to general council tax in 2018/19, other than for the increase set out below on recommendation 4;
- 4** Approve the applying of a social care precept at 3% in 2018/19 – to help fund care for vulnerable adults and the elderly;
- 5** Approve the resolutions relating to Council Tax contained within Appendix B – Council Tax Resolutions;
- 6** Approve, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2018/19 as set out in Council Tax resolution (Appendix B) 2(iv) is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2018/19;
- 7** Approve that the Barnet Council Tax Support Scheme, adopted in January 2015, remains unchanged except for uprating in line with Department for Work and Pension changes for housing benefit (see 1.7.12 within Appendix 1;
- 8** Notes that the working age non-dependent (ND) charges be uprated as set out in paragraph 1.7.13 within Appendix 1;
- 9** Approve that in accordance with Section 38(2) of the Local Government Finance Act 1992 the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 5 above within a period of 21 days following the Council's decision;
- 10** Approve the capital programme as set out in Appendix E1 and E2, and that the Chief Officers be authorised to take all necessary actions for

implementation;

- 11 Note that the addition to the capital programme in relation to the Barnet Trees Policy (as per paragraph 1.8.16 in the 13th February 2018 P&R report) was approved in addition to the capital programme referred to in recommendation 10;
- 12 Note that the addition to the capital programme in relation to the Gaelic Playing pitch relocation (as per paragraph 1.8.20 in the 13th February 2018 P&R report) was approved in addition to the capital programme referred to in recommendation 10;
- 13 Note that the addition to the capital programme in relation to the Tranche 3 Affordable Homes Programme (as per paragraph 1.8.25 in the 13th February 2018 P&R report) was approved in addition to the capital programme referred to in recommendation 10;
- 14 Note that the addition to the capital programme in relation to the Housing Acquisition Programme (as per paragraph 1.8.29 in the 13th February 2018 P&R report) was approved in addition to the capital programme referred to in recommendation 10;
- 15 Delegate authority to the Chief Finance Officer to adjust capital project budgets and financing in 2018/19 throughout the capital programme after the 2017/18 accounts are closed and the amount of slippage and budget carry forward required are known;
- 16 Note that the Treasury Management Strategy (Appendix J) is a live document and that the version recommended by Policy and Resources has been updated to reflect the proposed capital programme and the inclusion of lease financed capital expenditure;
- 17 Approve of the Treasury Management Strategy for 2018/19 as set out in Appendix J;
- 18 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 Appendix 1 paragraph 1.10.3 to take effect from 1 April 2018;
 - b) The proposed increase to service charges for council dwellings as set out in Appendix 1 paragraph 1.10.9 to take effect from 1 April 2018; and,
 - c) The proposed rent increase of 3.1% for council garages as set out in Appendix 1 paragraph 1.10.9 to take effect from 1 April 2018.
- 19 Approval of the draft Schools Budget of £327.313m as per paragraph 1.6.8 in Appendix 1;
- 20 Note the draft Post-16 budget of £5.417m as per paragraph 1.6.8 in Appendix 1;
- 21 Approve that any changes to the Schools Budget reasonably required as a result of the final 2018/19 DSG and Post-16 settlement are delegated for

decision to the Strategic Director - Children & Young People in consultation with the Director of Finance;

- 22 Note the Adults, Children's and Environment fees and charges that were approved at their relevant Theme Committee as detailed in Appendix G;**
- 23 Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 5.6. of Appendix I provides the cumulative impact and individual Delivery Unit assessments where significant changes to service delivery are proposed;**
- 24 Approve the reserves and balances policy as set out in Appendix K and indicative amounts as set out in para 1.12 in Appendix 1 and the Chief Finance Officer's assessment of adequacy of reserves in section 1.12 in Appendix 1. That Council delegate authority to the CFO to adjust balances in 2018/19 after 2017/18 accounts are closed and the amount of balances carry forward required are known;**
- 25 Note the changes to the underlying financial strategy of the Council as set out in paragraph 1.4.20 within Appendix 1 and approved by Policy and Resources Committee;**
- 26 Note the budget movements as set out in paragraph 1.15 in Appendix 1 and approved by Policy and Resources Committee;**
- 27 Approve the write offs as detailed in paragraph 1.16 in Appendix 1;**
- 28 Approve the corporate risk register as set out in Appendix M;**
- 29 Approve the Corporate Plan – 2018/19 addendum attached as Appendix N, subject to any changes to the relevant appendices by Assets, Regeneration and Growth Committee on 12 March or Community Leadership Committee on 15 March; and**
- 30 Note the establishment of a Collection Fund Smoothing Reserve as set out in paragraph 1.12.10 of Appendix 1 and approved by Policy and Resources Committee.**

1. WHY THIS REPORT IS NEEDED

1.1. As set out in the Report to Policy and Resources Committee, 13 February 2018

2. REASONS FOR RECOMMENDATIONS

2.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

4 POST DECISION IMPLEMENTATION

4.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

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

5.2.1 As set out in the Report to Policy and Resources Committee 13 February 2018.

5.3 Social Value

5.3.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

5.4 Legal and Constitutional References

5.4.1 Constitution, Responsibility for Functions, Section 1 states that “Only the full Council will exercise the following functions:

1.1 Approving the strategic financing of the Council upon recommendations of the Policy and Resources Committee including:

1.1.1. Determination of the financial strategy;

1.1.2. Approval of the Budget

1.1.3. Approval of the capital programme;

1.1.4. Setting the Council Tax;

1.1.5. Determination of fees and charges where authority to set these has not been delegated and

1.1.6. Determination of borrowing limits

5.4.2 On 15 July 2014 Council granted a General Dispensation to all Members to be present, speak and vote where they would otherwise have a Disclosable Pecuniary Interest on the grounds that it is appropriate to grant a dispensation to allow all Members to participate fully and is effective until the next Council

Elections. The general dispensation applies to Council Tax; Setting the Council Tax or a Precept, and Decisions in relation to Council Tax Benefit.

5.5 Risk Management

5.5.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

5.6 Equalities and Diversity

5.6.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

5.7 Consultation and Engagement


5.7.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

5.8 Insight

5.8.1 As set out in the Report to Policy and Resources Committee, 13 February 2018.

6. BACKGROUND PAPERS

6.1 As set out in the Report to Policy and Resources Committee 13 February 2018.

	<p>Policy and Resources Committee</p> <p>13 February 2018</p>
<p style="text-align: right;">Title</p>	<p>Business Planning 2018-2020</p>
<p style="text-align: right;">Report of</p>	<p>Councillor Richard Cornelius</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Medium Term Financial Strategy Appendix B – Council Tax Resolutions Appendix C1 – Detailed Revenue Budgets, Savings, Pressures and Council Tax Schedules Appendix C2 – Theme Committee Revenue Budgets, Savings and Pressures Appendix D – Capital Funding Changes Appendix E1 – Theme Committee Capital programme Appendix E2 – Capital Programme by Delivery Unit Appendix F – Housing Revenue Account Appendix G – Fees and Charges Appendix H – Consultation report Appendix I – Corporate Equalities Impact Analysis (CEIA) Appendix J – Treasury Management Strategy Appendix K – Reserves and Balances Policy Appendix L – Debt Management Policy Appendix M – Corporate Risk Register Appendix N – Corporate Plan Addendum</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Kevin Bartle, Director of Finance (s151 Officer) kevin.bartle@barnet.gov.uk Paul Clarke, Head of Finance (Deputy s151 Officer) paul.clarke@barnet.gov.uk</p>

Summary

On 19th of December 2017, Department for Communities and Local Government (DCLG) published the provisional local government finance settlement which set out the individual authority grant allocations. Consultation around the budget proposals ran from 6th of December 2017 to the 14th of January 2018 and the results of that are analysed. This report revises the Medium Term Financial Strategy (MTFS) in line with the DCLG publication and consultation results.

The report sets out the savings proposals and capital programme for the period 2018-20 and Council Tax for 2018/19.

Recommendations

The report recommends that the Committee:

- 1 Consider the issues that have emerged from the consultation when making their decisions. The committee make the decisions below also being mindful of the equalities impact assessments including the cumulative equalities impact assessments;**
- 2 Recommend to Council for approval the MTFS attached as Appendix A and the detailed revenue budgets in Appendices C1 and C2. The MTFS sets out all of the budget changes over the period 2017-20, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based;**
- 3 Recommend to Council that the budget for 2018/19 is prepared on the basis of no increase to general council tax in 2018/19, other than for the increase set out below on recommendation 4;**
- 4 Recommend to Council the applying of a social care precept at 3% in 2018/19 – to help fund care for vulnerable adults and the elderly;**
- 5 Recommend to Council the resolutions relating to Council Tax contained within Appendix B – Council Tax Resolutions;**
- 6 Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2018/19 as set out in Council Tax resolution (Appendix B) 2(iv) is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2018/19. Subject to any change to the Report (at the time of publication this report was draft);**
- 7 Recommend to Council for approval the Barnet Council Tax Support Scheme, adopted in January 2015, remain unchanged except for uprating in line with Department for Work and Pension changes for housing benefit (see 1.7.12 below);**

8	Notes that the working age non-dependent (ND) charges be updated as set out in paragraph 1.7.13;
9	Recommend to Council that in accordance with Section 38(2) of the Local Government Finance Act 1992 the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 5 above within a period of 21 days following the Council's decision;
10	Recommend to Council for approval the capital programme as set out in Appendix E1 and E2, and that the Chief Officers be authorised to take all necessary actions for implementation;
11	Approve the addition to the capital programme in relation to the Barnet Trees Policy (as per paragraph 1.8.16);
12	Approve the addition to the capital programme in relation to the Gaelic Playing pitch relocation (as per paragraph 1.8.20);
13	Approve the addition to the capital programme in relation to the Tranche 3 Affordable Homes Programme (as per paragraph 1.8.25);
14	Approve the addition to the capital programme in relation to the Housing Acquisition Programme (as per paragraph 1.8.29);
15	Approve the use of institutional investment funds of up to £50m to support the Housing Acquisition Programme (as per paragraph 1.8.29);
16	Approves the changes to the existing Capital Programme as set out in section 1.8 and appendix D;
17	Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2018/19 throughout the capital programme after the 2017/18 accounts are closed and the amount of slippage and budget carry forward required are known;
18	Recommend to Council the approval of the Treasury Management Strategy for 2018/19 as set out in Appendix J;
19	Recommend to Council the approval of the following in relation to the Housing Revenue Account: <ul style="list-style-type: none"> a) The proposed rent decrease by 1% for council dwellings as set out in paragraph 1.10.3 to take effect from 1 April 2018; b) The proposed increase to service charges for council dwellings as set out in paragraph 1.10.9 to take effect from 1 April 2018; and, c) The proposed rent increase of 3.1% for council garages as set out in paragraph 1.10.9 to take effect from 1 April 2018.
20	Recommend to Council the approval of the draft Schools Budget of £327.313m as per paragraph 1.6.8;
21	Note the draft Post-16 budget of £5.417m as per paragraph 1.6.8;

- 22 **Recommend to Council that any changes to the Schools Budget reasonably required as a result of the final 2018/19 DSG and Post-16 settlement are delegated for decision to the Strategic Director - Children & Young People in consultation with the Director of Finance;**
- 23 **Note the Adults, Children's and Environment fees and charges that were approved at their relevant Theme Committee as detailed in Appendix G;**
- 24 **Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 5.6. Appendix I provides the cumulative impact and individual Delivery Unit assessments where significant changes to service delivery are proposed;**
- 25 **Recommend to Council approval of the reserves and balances policy as set out in Appendix K and indicative amounts as set out in para 1.12 and the Chief Finance Officer's assessment of adequacy of reserves in section 1.12. The Committee recommend to Council that the CFO authorised to adjust balances in 2018/19 after 2017/18 accounts are closed and the amount of balances carry forward required are known;**
- 26 **Approve the changes to the underlying financial strategy of the Council as set out in paragraph 1.4.20;**
- 27 **Approve budget movements as set out in paragraph 1.15;**
- 28 **Recommend to Council to approve the write offs as detailed in paragraph 1.16;**
- 29 **Note the corporate risk register and recommend it to Council as set out in Appendix M;**
- 30 **Recommend to Council for approval the Corporate Plan – 2018/19 addendum attached as Appendix N; and**
- 31 **Approve the establishment of a Collection Fund Smoothing Reserve as set out in paragraph 1.12.10.**

1. WHY THIS REPORT IS NEEDED

1.1. Executive Summary

- 1.1.1 Business planning and strategic management enable the council to plan its future direction on the basis of the best strategic fit between the resources available to meet stakeholder needs and expectations and the environmental conditions which prevail. This report sets out how the council intends to do this and the assumptions it has made.
- 1.1.2 2018/19 and 2019/20 reflect the final two years of the five year MTFS cycle. As anticipated at the start of that plan, it has become more and more difficult to balance increasing demands with reducing resources. This has been evidenced during this business planning cycle, with several theme committees reporting difficulties in achieving savings targets to Policy and Resources committee.
- 1.1.3 In March 2017, the Council agreed plans to achieve reductions of £79.2m for the period 2017 to 2020. This included savings of £53.8m and a commitment to support the budget to 2020 of £25.4m from reserves.
- 1.1.4 Policy and Resources committee received a report in December 2017, which revised the MTFS and identified that Theme Committees had confirmed savings of £28.5m, use of reserves of £17.7m (up to 2020), leaving a gap of £6.7m, of which £3.2m would fall in 2018/19.
- 1.1.5 This report sets out the savings proposals, revised by Theme Committees, in line with commissioning priorities, to close this budget gap. It also sets out consultation responses, equality impact assessments and capital investment proposals that are required to ensure Barnet is able to support the growth needed.
- 1.1.6 The proposed MTFS at Appendix A displays a balanced position for 2018/19 however a £5.9m gap is still currently anticipated for 2019/20. Work to resolve this gap is ongoing and options will be presented to Policy and Resources committee meetings to recommend to Full Council in due course.
- 1.1.7 The Council is able to propose a balanced position primarily as a result of additional income through the New Homes Bonus and a review of its capital programme including reprofiling and the removal of schemes no longer planned to go ahead.
- 1.1.8 The Council's reserves are expected to reduce to £67m by the end of 2017/18 and £28m by the end of the current MTFS period.

1.2. Strategic Context

- 1.2.1 Reduced funding from central government coupled with an increase in demographic pressures has meant that the past seven years have been a period of significant challenge for local government. Barnet has always sought

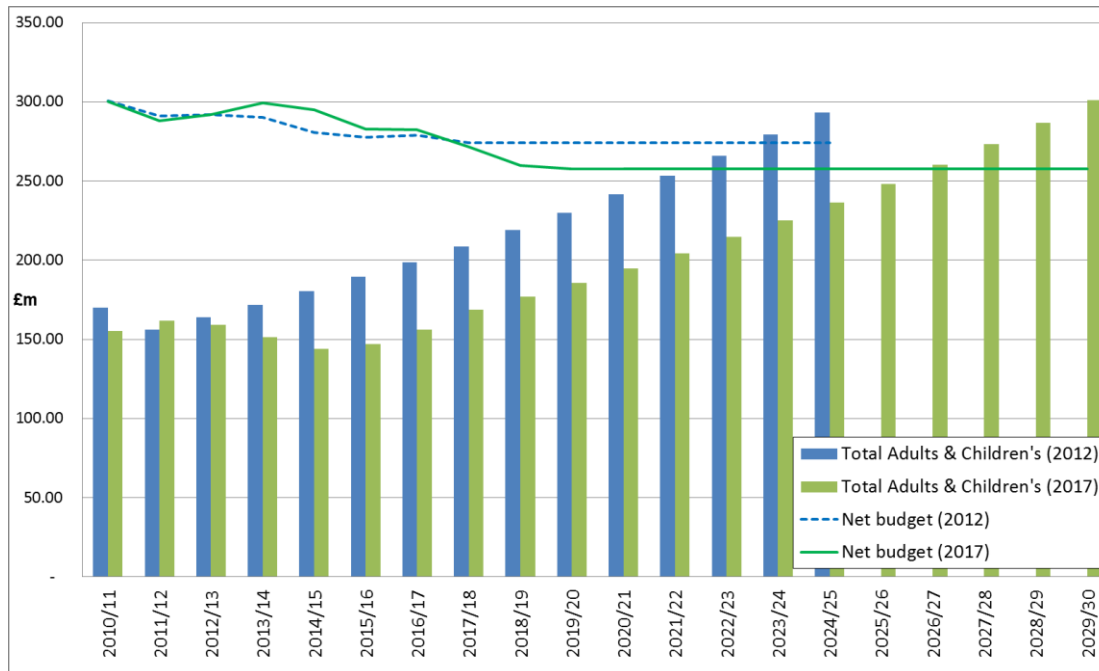
to be ahead of the curve in terms of financial planning; by adopting a long-term view of future challenges the council has managed to save over £144m between 2010 and 2017 whilst maintaining high levels of resident satisfaction – 82% of residents were satisfied with their local area as a place to live according to the Spring 2017 Residents’ Perception Survey.

1.2.2 With demand on local services set to increase and local authorities having to generate more and more of their income locally, the next few years will present further financial challenges, with a £40.7m budget gap to close by 2020. Beyond 2020, although Government funding settlements for the Council are unknown, we will still need to continue to look ahead and consider how to deliver services differently as pressures on our budget continue.

Barnet’s approach to the financial challenge

1.2.3 Barnet has a long tradition of robust financial planning, assisting the organisation in navigating a challenging period of austerity and change. In 2012, the council published the ‘Graph of Doom’. This demonstrated that over five to seven years the council would get to the point where the funding levels would restrict the ability to do much other than fund Adults and Children’s services. The hypothesis was that over a 20-year period, unless there was radical corrective action, funding Adult Social Care and Children’s Services would take up the totality of the forecast budget.

Figure 1 - Graph of Doom, then and now



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

1.2.5 The original expectation was that the costs of Adults and Children’s services (shown in blue bars) would exceed the total council budget (dotted blue line) by 2023/24. Updating the projections shows that the pace of the budget reduction has been greater than anticipated, however savings from better procurement

and earlier intervention in Adults and Children's Services has helped contain the costs. The graph shows that while the point at which funding Adults and Children's Services takes over the forecast total budget hasn't been eradicated, it has been delayed until 2026/27.

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

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

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

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

1.2.8 However, this challenge is also an opportunity for us to build on the progress we have made in areas such as supporting people into employment. That means making careful choices about what we invest in, where and how we make savings, and generating revenue through Council Tax and other sources to pay for services. Through using the proceeds of growth to invest in our borough's critical infrastructure we are ensuring the sustainability of the council by laying the groundwork for generating future income locally. For example, through our Capital Investment Programme, we are investing money into ensuring transport, schools, and medical services are in place as people move in to our regeneration sites.

1.2.9 We want to meet our budget gap whilst still delivering the commitments set out in our [Corporate Plan to 2020](#). We will do this by focusing on key priorities within our main portfolio areas. Our top priority across the council is the Children's Services Improvement Plan, following our Ofsted inspection where services were deemed inadequate. This is a whole council priority and all of our Theme Committees are fully committed to the delivery of the Children's Services Improvement Plan.

Adults and Safeguarding

1.2.10 **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult's life as a whole, and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based

practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents; building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care, and becoming a dementia-friendly borough.

1.2.11 Integrating local health and social care: we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

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

Assets, Regeneration and Growth

1.2.13 Regenerating Brent Cross Cricklewood: this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:

- Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments
- Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
- Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.

1.2.14 Increasing the housing supply, including Colindale: increasing the supply of housing in the borough is a key priority of the council. As part of the Colindale regeneration over 10,000 new homes will be delivered, and the council is also building new homes on its own surplus sites in partnership with the Barnet Group.

1.2.15 Helping people into work: the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people's support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding

1.2.16 Children's Services Improvement Plan: we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

1.2.17 Delivering the family-friendly Barnet vision: our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership

1.2.18 Safer communities: through the Barnet Safer Communities Partnership (BSCP), Barnet Council works together with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues in Barnet. The aim of the BSCP is that everyone who lives, works, studies in, or visits Barnet will feel safe and be safe. Barnet is one of London's safest boroughs with a low crime rate. In order to ensure that we continue to address crime and ASB that affects people in Barnet, we are focused on working with residents and businesses to tackle ASB which affects their area (including littering, fly-tipping and illegal encampments); supporting victims of Domestic Violence and Hate Crime so people are confident in reporting incidents and the BSCP intervenes to prevent repeat victimisation; reducing Serious Youth Violence including violence linked to

gang activity; and reducing the re-offending and the crime rate in Barnet (and in particular to reduce residential burglary).

- 1.2.19 **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. This emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help, including those with complex multiple needs such as mental health and substance misuse. The Community Safety Hub, a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies, has been being implemented to meet the council and partnership demand to manage complex problem-solving cases.

Environment

- 1.2.20 **Modernising our environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- 1.2.21 **Delivering highways improvements:** The Council will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. The Council are also shaping its enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing

- 1.2.22 **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy & Resources

- 1.2.23 **Implementing 'The Way We Work' programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our

organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.

- 1.2.24 **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services that are joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- 1.2.25 **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy run to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology. It is important to reset our thinking through to 2025 and beyond.
- 1.2.26 **Universal Credit** was introduced in 2013 and replaced six means-tested benefits and tax credits: income based Jobseeker's Allowance, Housing Benefit, Working Tax Credit, Child Tax Credit, income based Employment and Support Allowance and Income Support. Implementation so far has been limited to new single claimants. Further roll out in Barnet to all new claimants of Universal Credit Full Service is now expected to be implemented from May 2018.
- 1.2.27 Comments were raised nationally about the risk of an increase in homelessness associated with rent arrears. In the Autumn Budget, a £1.5bn package was announced to "address concerns" about the delivery of Universal Credit. The seven day waiting period for Universal Credit will be removed and new claimants already receiving Housing Benefit will continue to receive this help with rent payments for two weeks. Additionally, those residents in Temporary Accommodation will continue to be entitled to Housing Benefit, paid by local authorities.

Autumn Budget and Local Government Settlement 2017

- 1.2.28 Two major financial policy announcements took place towards the end of 2017. On the 22 November the Chancellor of the Exchequer announced the Autumn Budget 2017. This was the first Budget since the move to the autumn, with a Spring Statement introduced from 2018. In mid-December the Government also announced the Local Government Finance Settlement.

1.2.29 The key headlines within the Autumn Budget 2017 for London and Local Government are as below:

- London business rates retention pilot – The government has agreed the pilot of 100% business rates retention in London in 2018/19, forming a pool and investing revenue growth strategically on a pan-London basis.
- The lifting of Housing Revenue Account borrowing limits. Local authorities will be invited to bid for increases in their caps from 2019/20, up to a total of £1 billion nationally by the end of 2021-22. This was welcomed, particularly the case given the cost of remediation works following the fire at Grenfell Tower and the impact this will have on other works that require HRA resources.
- £2.8bn of funding announced towards improving A&E performance.
- The Government will legislate to allow local authorities to charge a 100% council tax premium on empty properties (Barnet currently charges 50% after two years).
- Business Rates will rise by CPI from April 2018. Business rates currently rise by the Retail Price Index (RPI), a different way of measuring inflation which tends to be higher than the CPI. Barnet will be compensated for the reduced level of income following the change.
- Local infrastructure rate – The government will lend local authorities up to £1 billion at a new discounted interest rate of gilts + 60 basis points accessible for three years to support infrastructure projects that are high value for money.

1.2.30 The provisional 2018/19 Local Government Finance Settlement was announced on the 19th of December 2017. The Settlement outlines provisional Settlement Funding Assessment allocations for local authorities for 2018/19 and illustrative allocations for 2019/20 (which will be the final year of the current “four-year offer” period). The key announcements within the provisional Settlement were as follows:

- The Council Tax referendum threshold will increase by 1% to 3% in 2018/19 and 2019/20.
- Settlement Funding Assessment for London Boroughs will fall by 5.8% in 2018/19 (5.4% Nationally).
- 11 new business rates pooling pilots have been confirmed for 2018/19 (including the London pilot pool) as well as the 5 existing pilots continuing – with a commitment to further pilots in 2019/20.
- Plans to move to 75% business rates retention in 2020-21 across local government were announced.
- A further consultation has been published on the Fair Funding Review, and government confirmed its intention to implement new funding baselines in 2020-21.
- £19 million was announced for UASC nationally with Barnet receiving £0.231m.

London Business Rates Pooling

1.2.31 In the 2017 Autumn Budget, the Government indicated support for developing a 100% business rate retention pilot pool in London for 2018/19. Following work to establish the governance arrangements by London Councils, the

application for a London wide Business Rates pool has been accepted by central government.

1.2.32 The Government has now issued its “designation order”, establishing the London pilot pool from the 1st of April 2018 and this was reflected in the Provisional Local Government Finance Settlement in December 2018.

1.2.33 On the 12th of December 2017, the Council resolved to:

- To enter the pool (including accepting the Designation by the Secretary of State as an authority within the Pilot Pool and delegating authority over its administration to the lead authority, the City of London Corporation, for the duration of the pilot);
- To agree the Memorandum of Understanding between London authorities for the operation of the pilot pool; and,
- Delegate authority to the Deputy Chief Executive to take decisions in relation to the Strategic Investment Pot

1.2.34 The deadline for any authority to opt out of the Pool prior to its inception was the 16th of January 2018 and no authority has done so.

1.2.35 Final confirmation is awaited that each authority has taken the relevant decisions, through their own constitutional decision-making arrangements.

1.2.36 **Pool principles:** the pool is voluntary, but includes all London authorities; London retains a greater share of business rates in exchange for Revenue Support Grant; a “no detriment guarantee” ensures that the pool cannot be worse off than the participating authorities would have been collectively if they had not entered the pilot pool; no “new burdens” will be transferred to London and participation in the pilot will not affect the development or implementation of the Fair Funding review (currently anticipated in 2020/21).

1.2.37 **Distribution:** All authorities will receive at least as much from the pool as they would have under the existing 50% retention scheme. Any additional net benefits of the pool – currently estimated to be approximately £240 million in 2018/19 – would be distributed on the following basis:

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

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

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

- (i) the GLA and the London Boroughs agree;
- (ii) London Boroughs' agreement will require two thirds support; and,

- (iii) support is subject to a sub-regional veto whereby, if all the London Boroughs in a sub-region were to oppose a proposal then it could not be agreed

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

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

Next steps

1.2.42 Following the successful establishment of the governance arrangements for the pool, work has now begun on setting up the financial administration arrangements, led by the City of London Corporation and the GLA.

1.2.43 The payment schedule arrangements will be confirmed in mid-February 2018. The Council has assumed £3m additional income in 2018/19 in relation to the pilot.

UK economy to 2020

1.2.44 The UK economy has shown resilience, with solid growth over the past year and further increases in the number of people with a job. Gross domestic product (GDP) grew 1.5% in the year to the third quarter of 2017, employment remains near record high and unemployment is at its lowest rate since 1975.

1.2.45 The Office for Budget Responsibility (OBR) now expects to see slower GDP growth over the forecast period, mainly reflecting a change in its forecast for productivity growth. It has revised down its forecast for GDP growth by 0.5 percentage points to 1.5% in 2017, then growth slows in 2018 and 2019, before rising to 1.6% in 2022.

1.2.46 Household spending continues to grow, having slowed since 2016 due to higher inflation caused by the depreciation of sterling. Business investment has grown moderately over the past year and net trade has started to make a positive contribution to GDP growth. Surveys of export orders in 2017 have been strong, with some reaching their highest level since 2011.

Public spending to 2020

1.2.47 Significant progress has been made since 2010 in restoring the public finances to health. The deficit has been reduced by three quarters from a post-war high of 9.9% of GDP in 2009/10 to 2.3% in 2016/17, its lowest level since before the financial crisis.

1.2.48 Compared to the Spring Budget 2017 forecast, borrowing is significantly lower in the near term. However, over the medium term the impact of a weaker economic outlook and the measures taken at the Budget see borrowing higher

than previously forecast. The OBR expects the government will meet its 2% structural deficit rule for in 2018/19, and with £14.8 billion of headroom in the target year, 2020/21. Debt is forecast to peak at 86.5% of GDP in 2017/18, and is forecast to fall in every year thereafter to 79.1% of GDP in 2022/23.

1.3 Service specific national, regional and local context

Children's Social Care

Improvement Plan

1.3.1 Children's services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The Council fully accepted the findings of the report and has developed a Barnet Children's Services Improvement Action Plan in response to these failings, and the recommendations and areas for improvement. The Council is working collectively with the partnership to drive these improvements under the direction of our Improvement Partner.

1.3.2 The action plan set out the improvement journey and gives focus to transform services, especially social care, from inadequate to good rapidly. The action plan is in line with the three core strategic objectives that cut across all our plans for children, young people and families and underpin the systemic and cultural change needed to drive improvement within the borough:

- Empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
- Ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
- Providing Practice Leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, child curious and focused.

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

Turnaround priority: to drive sustainable Practice Improvement at pace

Improvement themes

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

Children and Social Work Bill

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

1.3.5 The Children and Social Work Act 2017 aims to:

- Improve support for looked after children in England and Wales especially for those leaving care;
- Enable better learning about effective approaches to child protection and care in England
- Establish a new regulatory regime for the social work profession in England

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

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

Unaccompanied Asylum Seeking Children

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

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

Adult Social Care

1.3.10 It is estimated that the budget gap for the social care in the UK to 2020 is £5.8billion. For local government, the most significant announcement in the Spring 2017 budget was the additional money for adult social care - £2 billion over the next two years, £1 billion of which was made available in 2017-18.

This money is in addition to the £2.4 billion announced as part of an improved Better Care Fund in the 2015 Spending Review.

- 1.3.11 This additional funding for adult social was given to councils in a direct grant from the DCLG, although included within the Better Care Fund. The additional funding is referred to as the Improved Better Care Fund (IBCF). Three conditions were set by DCLG for the use of the grant by councils: meeting social care needs; stabilising the social care provider market; and relieving pressures on the NHS. However after this, targets were set by NHS England in July 2017 for councils to meet by September 2017. These targets equated to a greater than 50% reduction in days delayed in hospital for patients with eligible social care needs ('delayed transfers of care' or DTOCs). Whilst DTOC reduction targets were also set for the NHS, the targets set for local government were significantly more challenging: for example, Barnet CCG was set a target of 5.5 delayed days per day whilst Barnet Council was set a target of 2.5 delayed days per day.
- 1.3.12 Subsequent national policy announcements stated that Councils which did not improve performance DTOC significantly would have their iBCF allocation reviewed. The current position is that funding will not be removed in 17/18 but could be reviewed in future years.
- 1.3.13 On the basis of the national performance data for September, Barnet overall is meeting its target and has shown strong improvement. Barnet Council has also identified that DTOC performance data submitted by NHS organisations has been inaccurate (showing worse performance than actual) in respect of Barnet Council performance and this is now being rectified on national systems. However it should be noted that the risk of review and possible removal of iBCF funding will continue to be a risk for all councils in England during 2018-20. The mitigation for this risk is to work closely with NHS organisations to maintain and improve DTOC performance.
- 1.3.14 Alongside the social care funding, the Government also announced £325 million to be invested in sustainability and transformation plans (STPs). However in practice this is being used to cover existing NHS deficits. Barnet is part of the North Central London STP footprint, alongside Camden, Enfield, Haringey and Islington. NHS organisations in north London are currently in a deficit position and whilst there are savings plans being implemented, the financial picture for the local NHS remains challenging over 2018-20. The November budget announced additional funding for the NHS of £2.8bn to 2020. It is not known yet how this will impact on local NHS organisations.

Housing

- 1.3.15 The Autumn Budget 2017 included a number of measures aimed at increasing housing supply including:
- The lifting of Housing Revenue Account borrowing caps in high demand areas to get councils building. Local authorities will be invited to bid for increases in their caps from 2019/20, up to a total of £1 billion by the end of 2021-22.

- Confirmation of the extra £2bn for the affordable Homes programme announced by the Prime Minister in October.
- Additional funding for SME builders (£1.5bn) and funding to unlock small sites (£630m).
- £400m loan funding for estate regeneration, £2.7bn to more than double the Housing Infrastructure Fund, and £1.1bn for a new Land Assembly Fund to help unlock strategic sites.
- The Government will explore options with industry to create £8bn of new financial guarantees for house builders and purpose built PRS and provide £34m to develop construction skills by scaling up existing training models.
- Support for homeownership, including the abolition of stamp duty on the first £300k of properties up to £500k in London, an additional £10bn for the Help to Buy Scheme and a £200 million largescale regional pilot of the Right to Buy for housing association tenants in the Midlands.
- It is anticipated that the Government will legislate to allow local authorities to charge a 100% council tax premium on empty properties. To provide context, this change could generate an additional £216k of income for the Council.

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

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

Homelessness Reduction Act

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

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

North London Waste Authority (NLWA)

1.3.18 In 2017/18 £10.466 million is projected to be spent on waste treatment and disposal in 2017/18 through the NLWA levy. The existing energy from waste facility at Edmonton Ecopark has been operating for over 40 years and the current payments for disposing our waste are low compared to other areas of London.

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

1.3.20 Current modelling of the financial impact suggests that the increase in levy could be as much as £6.5m per year by 2025. Within the current MTFS period, an additional £3.1m has been included as a pressure to be funded.

1.4 Medium Term Financial Strategy

1.4.1 The Medium Term Financial Strategy (MTFS) is the Council's major financial planning document. It puts the financial perspective on the council's Corporate Plan priorities, expressing the aims and objectives of various plans and strategies in financial terms up to March 2021. It is a key element of sound corporate governance and robust financial management.

1.4.2 The MTFS to 2021, set out at appendix A, takes into account national economic factors such as forecasts of Government spending and inflation, along with local factors which will have an impact on the council's budget such as population change, housing development and regeneration as well as other demand pressures on services.

1.4.3 The MTFS displays a balanced position for 2018/19 however a £5.9m gap is still currently anticipated for 2019/20. Work to resolve this gap is ongoing and options will be presented to Policy and Resources Committee meetings to recommend to Full Council in due course. The 2018/19 balanced position is achieved by:

- An increase in Government funding through the New Homes Bonus of £1.1m which has been applied to the revenue budget
- The redirection of existing New Homes Bonus from investment in infrastructure within the capital programme to supporting services within the revenue budget of £1.2m

- A thorough review of projects within the capital programme including the reprofiling or deletion of schemes where appropriate, resulting in a reduction in the capital financing requirement
- Recognising £3m of additional non-recurrent funding from the London-wide Business Rates Pool
- Anticipated achievement of £11.287m worth of budget savings (discussed further in section 1.5)
- Existing planned use of £7.745m of reserves.

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

1.4.5 The assumptions relating to expenditure within the MTFS are:

- **Pressures:** an assumption has been made in the MTFS for future pressures such as increasing complexity and service user numbers in Adults and Family Services based on population information and historical trends within the service
- **Inflation (pay):** the local government pay award is assumed to increase by 2% in 18/19 and 19/20;
- **Inflation (non-pay):** an estimate of non-pay inflation has been included based on the ONS CPI forecasts;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA updated mid-December 2017;
- **Capital financing costs:** this relates to the Council's estimates of the revenue costs of its Capital Programme

1.4.6 The assumptions relating to income within the MTFS are as follows:

- **Business rates:** £3m of non-recurrent funding has been recognised as a result of the London-wide Business Rates Pooling;
- **Revenue Support Grant (RSG):** This reflects the multi-year funding settlement to 2020. As part of the deal for the London-wide Business Rates pool, the Council's RSG allocation for 18/19 will be paid within the Business Rates amount. As this could be a one year pilot, the Council assumes it will receive its 2019/20 RSG allocation as usual.;
- **Council Tax:** No general increase is included within the MTFS for 2018/19. An increase of 2.99% is factored in to the MTFS for 2019/20.;
- **Social Care Precept element of council tax:** the council has the flexibility of raising a maximum of 6% between 2017/18 and 2019/20 via the social care precept to spend exclusively on adult social care, including care for the elderly. In 2017/18, the council set the Social Care Precept at 3% on Council Tax and a further precept of 3% for 2018/19 has been included in the MTFS which supports the council to continue to meet the increasing demand in adult social care.

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

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

1.4.8 Mid to Long-Term Pressures (post 2020)

- North London Waste Authority (NLWA): funding of future of residual waste management arrangements is likely to incur additional annual costs in the region of £6m by 2025. This is discussed in greater detail in paragraphs 1.3.18 to 1.3.20.
- It is forecast that the Council will receive no Revenue Support Grant after 2019/20 given the trajectory of reduction. The 2019/20 RSG amount is expected to be £6.1m, down from £77m in 2013/14.
- A high-level assessment of the likely pressures and funding for 2020/21 indicates an indicative budget gap of £31.3m.

Local Government Finance - Post 2020

1.4.9 It is difficult to forecast beyond 2019/20 when the current 4-year Settlement ends due to a lack of clarity provided from Central Government. The Local Government Finance Bill was drafted and was making progress through Parliament prior to the 2017 General Election. This progress was halted when the new Parliament was established.

1.4.10 The Government is currently working on three key projects which will have an as yet, unknown impact on the Council's funding and budgets. They are discussed below.

Business Rates

- 1.4.11 With regard to Business Rates retention, the Government has already indicated it will look to move the retention level for all local government to 75% by 2020. It is expected that moving to 100% retention would require primary legislation which may be difficult to achieve in the short term given the current legislative workload. The London 100% retention pool is only a pilot.
- 1.4.12 Work within Central Government is continuing to plan for a business rates reset and new baselines while learning from pilots and to look at what can be done immediately and in the longer term in terms of retention levels.
- 1.4.13 There is a government working group tasked with looking at this. CLG have proposed that they initially focuss on elements of the system which can be modified using secondary legislation and so are suitable for a short term reform package. Once this work is completed it could consider longer term options for reform through primary legislation.
- 1.4.14 A significant amount of work is required in this area in order for changes to be implemented by 2020. The London-wide business rates pool reduces this risk, however given that that pool is a pilot, the Council has an interest in the retention work being completed.
- 1.4.15 In addition to retention, there is an expected business rates reset in 2020/21. There are a number of unknowns about how this will work, including understanding how it will be determined (ie. What data will be used and from which years), what will the period be between resets and how does that effect the incentivisation for investing in growth, who will be the winners and losers and also a consideration of the link to the revaluation due in 2022/23.

Fair Funding Review

- 1.4.16 The Government is also working on a Fair Funding Review which will focus on the relative needs of an organisation, the relative resources and any transitional arrangements which may be required as a result. The outcome of the review is expected to:
- Set new baseline funding allocations
 - Examine relative resources
 - Initial focus on services currently funded through finance settlement
 - Technical papers including careful consideration of transitional arrangements
- 1.4.17 The Government issued a Call for Evidence in July 2016 which was followed on the 19th December with a 12 week consultation period, closing 12 March 2018. At the moment there is no further information on the likely timescale for any implementation.

Brexit

- 1.4.18 The Department for Exiting the European Union was established to lead on the negotiations for the UK to withdraw from the EU. In March 2017, the “European Union (Notification of Withdrawal) Bill” became an Act of Parliament and

enabled the Government to invoke Article 50 of the Treaty of the European Union and begin the formal negotiations to withdraw.

1.4.19 It is presently unknown what the impact post 2020 will be whilst those negotiations are ongoing, however the Council will continue to monitor the situation and seek to understand the medium and long term implications.

Underlying Financial Strategy

1.4.20 This MTFS has been prepared based on the existing underlying financial strategy of utilising the Council's reserve balances in order to avoid increasing Council Tax for residents. As the term of this strategy is drawing to a close it is necessary for the Council to review its approach and if necessary articulate a revised underlying strategy for the period ahead. The recommended approach from the section 151 officer is as follows:

- within the medium term, balance recurrent expenditure with estimated income in order that the Council has a sustainable financial position;
- quickly address ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- maintain an appropriate level of reserves to protect the Council against future budgetary impacts and the continuing financial pressures which the Council faces;
- plan over a medium term of at least 3 years in order that the Council is fully informed as to future scenarios and can prepare appropriate action; and
- risk manage its budget estimates to ensure that they are robust and, to ensure that the budgets agreed are managed and delivered in year as required

1.4.21 The committee are asked at recommendation 23 to endorse this strategy.

1.5 Savings proposals

1.5.1 The proposed budget for 2018/19 reflects a budget gap of £11.287m, with savings proposals to reach a balanced position. These savings are set out in detail in Appendix C1 and C2.

	2018/19 £000
Budget Gap before savings and pressures	11,287
Proposed Savings	(11,287)
Budget Gap after savings	0

1.5.2 The 2018/19 savings targets by Theme Committee are as below:

Theme Committee	2018/19 £000
Adults & Safeguarding	2,980
Assets, Regeneration & Growth	2,355
Children, Education, Libraries & Safeguarding	2,692

Theme Committee	2018/19 £000
Environment	1,915
Policy & Resources	1,345
Total	11,287

1.5.3 The combined Theme Committee savings targets from 2018 through to 2020 are set out below:

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

1.5.4 The detailed savings plans are included at Appendix C1 and C2, and the main savings in each theme committee are listed below:

- Adults and Safeguarding Committee- £7.897m
 - 3rd party spend
 - Carers intervention programme
 - Transformation of 'Your Choice Barnet' supported living and day care services
 - Support for working age adults
 - Mental health service users – step down/independent living
 - Integrated later life care
 - Assistive technology
- Assets, Regeneration and Growth Committee - £4.663m
 - Accommodation strategy
 - Increase in council tax base
- Children's, Education, Libraries and Safeguarding Committee - £5.590m
 - Contract management
 - Youth Services
 - Early years
 - Libraries
 - Shared Services model

- Community Leadership Committee - £0.243m
 - CCTV reducing expenditure
- Environment Committee - £4.695m
 - Street scene – commercial waste and cleansing income
 - Street scene – waste and recycling collection
 - Street scene – Green Spaces
 - Demand Management via enforcement and education
- Policy and Resources Committee - £5.468m
 - Customer access strategy
 - Borrowing costs and interest earned
 - CSG contract
 - Workforce Savings

1.6 The 'ring fenced' budgets are shown below:

Better Care Fund (BCF)

- 1.6.1 The 2017/18 Barnet BCF allocation is £24.9m and is used to fund health services, social care services, and major adaptations through the Disabled Facilities Grant and to make investments into the development of integrated services.
- 1.6.2 In 2017/18 the Council was allocated £6.9m of the BCF funding for the protection of social care.
- 1.6.3 The monies within Barnet's BCF form a pooled budget under section 75 of the NHS Act 2006 overseen by the Barnet Health and Wellbeing Board. The section 75 agreement allows for resources to be easily transferred between health and social care in order to meet the objectives of the pooled fund.
- 1.6.4 The success of the BCF and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions and the reduction in delayed transfers of care. Initiatives within the BCF are targeting resources on preventing admissions to hospital through 7-day social work service, rapid response services and enablement.
- 1.6.5 The core elements of the BCF plan are services for frail and older people and those with long term conditions (LTCs), such as: Barnet Integrated Locality Team (BILT), Rapid Response Team, deployment of a risk stratification for early identification of those in need, 7 day services including hospital social work, and provision of community equipment. The overarching aim of the plan is to provide integrated care and support that intervenes early, prevents crises, responds quickly and helps people stay independent for longer.
- 1.6.6 The BCF Plan includes a commitment to meet NHS England's minimum allocations for the BCF and the required inflationary increases from the 2016/17 baseline of 1.79% in 2017/18 and 1.9% in 2018/19.

Dedicated Schools Grant (DSG) and the Schools Budget

1.6.7 The DSG does not directly impact on the council's revenue budget position as it is provided as a specific and ring-fenced grant which is used in support of the local authority's Schools Budget. The Schools block primarily funds mainstream schools. The Early Years block primarily funds early education provision in private, voluntary and independent settings, maintained nursery schools, school nursery classes and the education of two year olds from households with low incomes. The High Needs block primarily funds pupils with high needs, who are usually pupils with Special Educational Needs (SEN) who have Statements of SEN or Education Health and Care Plans (EHCP) or pupils in alternative provision (such as Pupil Referral Units). The DfE have created a new Central Schools Services DSG Block (CSSB) for 2018/19 from existing 2017/18 DSG funding. The CSSB covers funding for historic commitments and funding for ongoing and statutory responsibilities.

1.6.8 Members are asked to approve the draft Schools Budget (DSG) of £327.313m, to note the draft Post-16 budget of £5.417m and agree that any changes to the Schools Budget reasonably required as a result of the final 2018/19 DSG and Post-16 settlement are delegated for decision to the Strategic Director - Children & Young People in consultation with the Director of Finance. The indicative Schools Budget is set out below and also includes a table showing the Schools' Funding Factor rates.

1.6.9 The key factors are as follows:

- The move towards a National Funding Formula (NFF) for schools and High Needs continued with the publication by the DfE of their response to the second stage consultation and NFF for Schools and High Needs (HN) policy document on 14th September 2017. The Government announced an additional £1.3 billion for schools and High Needs across the next two years, 2018/19 and 2019/20.
- The schools NFF will provide for higher core per-pupil funding, compared to the funding schools are receiving in 2017-18, with 0.5% per pupil cash increase in 2018/19, and a 1% increase by 2019/20 compared to baselines. However, the full cost of in-year pupil growth is not being funded through the increased DSG, as the DfE will only include in the 18-19 DSG the amount spent on growth from the DSG allocation in 17-18, whereas £3.1m of the £3.9m of Barnet's growth funding came from DSG reserves. So additional resource has had to be found from within the Schools Block allocation. This prevents the full additional 0.5% per pupil being passed onto schools within their individual school budget shares. However, the proposed budget does now include a Minimum Funding Guarantee of 0%, which means that no school will receive less money per pupil in 2018/19 than they did in 2017-18. To make this affordable, any schools gaining from the phased introduction of the National Funding Formula will have their gains capped at +0.24% per pupil.

- Schools Block - The 2018/19 Schools Block Income is based on the following rates:
 - £4,391 Primary unit of funding based on 30,017 primary pupils (October 2017 census)
 - £5,700 Secondary unit of funding based on 19,934 secondary pupils (October 2017 census)
 - £3.257m of funding for Pupil Growth, Premises and Mobility - historic spend/ not Area Cost Adjustment (ACA) adjusted.
 - TOTAL = £248.673m

- High Needs Block - The provisional High Needs block income for Barnet has been calculated as follows:
 - £44.754m - Actual High Needs national funding formula allocation
 - £2.668m - based on a £4,446 per pupil ACA weighted base rate * 667 (pupils in special schools/ academies based on the October 2017 census)
 - £0.408m - Import/export adjustment £6,000 * 68 (net imported pupils)
 - £0.298m other adjustments
 - TOTAL = £48.128m

1.6.10 This represents a 0.2% increase over baseline funding for 2017/18. The final import/export adjustment (68 imported pupils in Barnet) data will be amended to reflect January 2018 special school census data.

- Early Years Block - The Early Years Block is estimated using early years numbers taken from the Early Years and Schools census in January 2017. An update to the 2017/18 Early Years Block allocation will be made once the January 2018 Early Years and Schools census numbers are finalised.

- Central Block – The provisional 2018/19 central block for Barnet includes the following:
 - £1.656m – allocation for ongoing responsibilities (includes former ‘retained duties’ Education Services Grant)
 - £0.464m – Historic commitments allocation
 - TOTAL = £2.12m

1.6.11 The draft DSG (gross) and Post 16 grant allocation is shown below:

	Schools Block £m	High needs Block £m	Early Years Block £m	Central Block £m	Total DSG	Post-16 £m
2018/19 DSG Block Value (incl. Post 16)	248.673	48.128	28.392	2.120	327.313	5.417
Proposed Budget Allocation:		48.128	27.105		75.233	5.417
School Funding Formula	247.833				247.833	
Forum Agreed Central Services			1.287	1.264	2.551	
Statutory duties				0.856	0.856	
Growth Fund*	0.840				0.840	
Estimated Total Expenditure	248.673	48.128	28.392	2.120	327.313	5.417

*Note: the Growth Fund is for the one-off costs of setting up new schools, expanding existing schools and temporary 'bulge' classes. Growth funding also includes funding for the additional pupils and this element of growth funding is included in the school funding formula line and amounts to £2.348m

1.6.12 The council is required to submit a completed Authority Proforma Tool (the APT), to the Department for Education (DfE) annually, which shows all the detailed assumptions underpinning the proposals for allocating budgets to schools. The proposed funding rates for 2018/19 financial year are as follows:

Pupil led factors		2017/18 Barnet Formula		2018/19 NFF rates (Area Cost adjusted)	
Description		Amount per pupil		Amount per pupil	
1) Basic Entitlement Age Weighted Pupil Unit (AWPU)	Primary (Years R-6)	£3,325.75		£3,016.29	
	Key Stage 3 (Years 7-9)	£4,782.86		£4,241.69	
	Key Stage 4 (Years 10-11)	£4,782.86		£4,815.96	
	Description	Primary amount per pupil	Secondary amount per pupil	Primary amount per pupil	Secondary amount per pupil
2) Deprivation	FSM	Not used in 2017/18		£483.13	£483.13
	FSM6	£1,423.56	£505.00	£592.94	£861.95
	IDACI Band F	£0.00	£0.00	£219.61	£318.43
	IDACI Band E	£0.00	£0.00	£263.53	£428.23
	IDACI Band D	£0.00	£0.00	£395.29	£565.49
	IDACI Band C	£880.00	£2,189.44	£428.23	£614.90
	IDACI Band B	£2,100.00	£5,224.80	£461.17	£658.82
IDACI Band A	£4,000.00	£9,952.00	£631.37	£889.40	
3) Looked After Children (LAC)	LAC March 17	£0.00			
4) English as an Additional Language (EAL)	EAL 2 Primary	£530.00		£565.49	
	EAL 2 Secondary		£1,378.00		£1,520.77
5) Mobility	Pupils starting school outside of normal entry dates	£422.90	£618.53	£422.90	£618.53
6) Prior attainment	Low Attainment % old FSP 73			£1,152.93	
	Secondary low attainment (year 7)				
	Secondary low attainment (year 8)	Not used in Barnet 2017/18 Formula			£1,701.95
	Secondary low attainment (years 9 to 11)				

1.6.13 Pressure on the DSG budget continues due to the continuing growth in primary pupil numbers feeding through into secondary schools. The non-capital cost of setting up new classes is estimated to be £3.188m for 2018/19. In addition, the increases in the number of High Needs pupils and their increased complexity of needs results in further pressures.

Public Health

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

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

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

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

Pension Fund

1.6.18 Governance of the Barnet LGPS pension fund is delegated to the Pension Fund Committee supported by the Local Pension Board. Day-to-day management is undertaken by various entities with the Capita group.

1.6.19 The effectiveness of the governance of the pension fund can be measured in various ways:

- The funding level
- The quality of service provided to members and employers
- Softer issues around the deployment of investment

Funding Affordability

1.6.20 Employers are mainly interested in current and future levels of contributions. Both low and stable contribution rates are desirable given budget constraints.

There are currently around 60 employers in the fund, with contribution rates set individually.

1.6.21 The most recent triennial actuarial value of the fund was undertaken as at 31st March 2016. The results are shown in the table below:

	31-Mar-13 £'m	31-Mar-16 £'m
Assets	789	916
Liabilities	1,000	1,256
Deficit	(211)	(340)
funding level	79%	73%
Employers contribution rate - scheme wide		
Primary	13.0%	17.90%
secondary	11.0%	8.50%
Total	24.0%	26.4%

1.6.22 The funding level deteriorated between the two valuation dates however, comparison is complicated by changes in methodology and assumptions.

1.6.23 Changes in the funding level are driven by the investment returns and the assumptions used to value the benefit liabilities.

1.6.24 Investment performance is monitored quarterly by the Pension Fund committee. The most recent three year annualised returns as at 30 Sept 2017 were 8.1% compared with a benchmark of 8.6%. The performance of the diversified growth mandates has been below benchmark.

The Quality of Service provided to Scheme Members and Employers

1.6.25 The Local Pension Board receives quarterly reports from Capita on performance against service standards. Following problems with the issuing of Annual Benefits Statements in 2016, and subsequent concerns raised by The Pensions Regulator, a Service Improvement Plan was agreed with Capita in August 2017. Progress against the Plan is tracked via monthly meetings with senior officers and at Local Pensions Board meetings.

Other Governance Expectations

1.6.26 The governance of the pension fund in areas such as investment in 'topical' industries e.g. fossil fuel, tobacco, arms, alcohol, pay day lenders etc, attracts attention and expectations from members and residents and can incur publicity. Similarly, the way in which fund managers' vote on sensitive issue e.g.

executive pay is occasionally reported. The Barnet fund has not encountered significant interest in these issues recently.

1.7 Council Tax and Social Care Precept

1.7.1 The Council needs to ensure that it has adequate resources to meet its statutory and mandatory obligations and its priorities. Its approach is to deliver a budget that is affordable and with a prudent and realistic level of Council Tax over the period of the MTFS.

1.7.2 The council tax base is an important step towards setting the basic amount of Council Tax. The detailed council tax base schedule is included at Appendix B. The Chief Finance Officer, under delegated powers, has determined the 2018/19 council tax base to be 141,918 (Band D equivalents), the calculations are shown in the following table:

Council Tax Base	2018/19 Band D equivalents	2017/18 Band D equivalents
Total properties (per Valuation List)	172,575	169,714
Exemptions	(2,641)	(2,513)
Disabled reductions	(112)	(111)
Discounts (10%, 25% & 50%)	(28,272)	(28,258)
Adjustments	2,517	2,319
Aggregate Relevant Amounts	144,067	141,151
Non-Collection (1.5% both years)	(2,163)	(2,118)
Contributions in lieu from MoD	14	16
	141,918	139,049

1.7.3 Within the provisional Local Government Finance Settlement the Government confirmed that the level that it considers excessive for general council tax increases in 2018/19 is 3%. Should the Council wish to raise the level by that amount above, a referendum of the local electorate must be held. For the purposes of planning, no assumption has been made relating to general council tax increases in 2018/19 but a 2.99% assumed increase has been included for 2019/20.

Adult Social Care Precept

1.7.4 The offer by the Secretary of State for Communities and Local Government to Adult Social Care (ASC) authorities, effective from 2016/17, gave upper-tier authorities with ASC responsibilities the option to charge an additional precept on their Core Council Tax without the need to hold a referendum, to thus assist those authorities in meeting expenditure pressures in Adult Social Care.

1.7.5 There are on-going pressures on Adult Social Care budgets due to particular market cost pressures and forecast demand growth for care services as a result of increasing numbers of older people, people with disabilities and people with long term health conditions needing care. These demographic pressures are exacerbated by increasing pressure from hospitals to discharge patients in a timely fashion, particularly during the winter months. There is also added pressure from reduced capacity to make efficiencies from external care

providers without affecting the quality of care they provide, along with an increase in homecare costs – potentially exacerbated by changes to the Living Wage.

- 1.7.6 The state of the market and unavoidable cost pressures will continue to be a major challenge. Activity and level of complexity is increasing alongside demographic changes, workforce pressures from the Living Wage and the driving down of price are all major dynamics that are impacting on the availability and quality of services.
- 1.7.7 Between 2015/16 and 2016/17 the number of Adult Social Care packages provided has increased from 4,651 to 4,705. This is an increase of 54 cases, or 1.2% increase over a 12 month period. Whilst this is a relatively stable number of individuals, the level of intensity of support for existing clients has increased causing significant pressure on the cost of commissioned care.
- 1.7.8 For financial modelling purposes it has been currently assumed that for 2018/19 the Council will apply the precept for Adult Social Care (ASC) of 3% to its share of Council Tax bills. Should the authority choose to apply 3% onto Council Tax bills for the ASC precept, the Council will have to complete a declaration to DCLG within 21 days of its annual budget being approved by Council. This declaration will compare budget changes in adult social care to the rest of the general fund to demonstrate that the Council has spent the funds raised from the precept on the purpose for which it was intended.
- 1.7.9 Should the proposed 3% ASC precept be applied, the Council Tax for Barnet will be as per the following table:

BUDGET	2017/18 Original	2017/2018 Current	2018/2019 Original
	£	£	£
Total Service Expenditure	277,196,880	277,196,880	285,650,880
Contribution to / (from) Specific Reserves	1,234,000	1,234,000	(2,750,126)
NET EXPENDITURE	278,430,880	278,430,880	282,900,754
Other Grants	(36,612,000)	(36,612,000)	(32,020,000)
BUDGET REQUIREMENT	241,818,880	241,818,880	250,880,754
Business Rates Retention	(36,484,000)	(36,484,000)	(74,360,000)
Business rates top-up	(18,362,000)	(18,362,000)	0
BUSINESS RATES INCOME	(54,846,000)	(54,846,000)	(74,360,000)
RSG	(23,413,000)	(23,413,000)	0
Collection Fund Adjustments (see para 1.12.8)	(3,000,000)	(3,000,000)	(7,732,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	160,559,880	160,559,880	168,788,754
BASIC AMOUNT OF TAX	1,154.70	1,154.70	1,189.34
GLA TAX	280.02	280.02	294.23

TOTAL COUNCIL TAX (BAND D EQUIVALENT)	1,434.72	1,434.72	1,483.57
--	-----------------	-----------------	-----------------

1.7.9 The provisional Greater London Authority (GLA) precept is £41,756,533 making the total estimated demand on the collection fund and Council Tax requirement £210,545,287.

London Borough of Barnet	£163,872,715
Social Care Precept	£4,916,039
Barnet's Council Tax Requirement	£168,788,754
Greater London Authority	£41,756,533
Total Requirement for Council Tax	<u>£210,545,287</u>

1.7.10 The levels of council tax for each category of dwelling will be:

Council Tax Band	Barnet	GLA	Total CT
A	792.89	196.15	989.04
B	925.04	228.85	1,153.89
C	1,057.19	261.54	1,318.73
D	1,189.34	294.23	1,483.57
E	1,453.63	359.61	1,813.24
F	1,717.94	425.00	2,142.94
G	1,982.23	490.38	2,472.61
H	2,378.68	588.46	2,967.14

1.7.11 Individual Council Tax bills will reflect occupancy status with discounts for low occupancy (one or no adults) and exemptions for specific circumstances. In addition, some residents will be eligible for Council Tax support.

Council Tax Support Scheme

1.7.12 The Council adopted, on 13 January 2015, following a consultation, a revised Local Council Tax Reduction Scheme called Council Tax Support. The scheme had the following features:

- Contribution of 20% for working age claimants unless in a protected group;
- Continued protection from the impact of the minimum contribution for war pensioners;
- War pension income disregarded from both the working age scheme and the pension credit age scheme;

1.7.13 The working age Non-dependant (ND) charges be uprated as follows:

Description	Deduction
Gross income greater than or equal to £202.85 per week from any source (unless the non-dependant is	£11.90 per week

Description	Deduction
receiving an income in category 3)	
Gross income less than or equal to £202.84 per week (unless the non-dependant is receiving an income in category 3)	£5.00 per week
In receipt of Income Support, Income based Jobseekers Allowance, Income related Employment and Support Allowance, State Pension Credit or Universal Credit where the award is calculated on the basis that the recipient has no earned income	Nil

1.8 Capital Investment Programme

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

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

1.8.3 The current capital programme totals £901m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. The MTFS includes provision for future capital expenditure on council priorities through to 2020.

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

- Fulfil statutory requirements, including statutory duties;
- Provide investment to generate future capital value;
- Provide investment to realise MTFS savings;
- Provide investment to generate additional council tax and business rates income; and
- Address the environmental, economic and social conditions, due to both statute and to achieve corporate objectives.

Current Capital Programme

1.8.5 A summary, by theme committee, of the currently approved capital programme is shown below:

Theme Committee	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000

Adults & Safeguarding	12,961	27,401	-	40,362
Asset, Regeneration and Growth	115,585	168,521	37,095	321,201
Children's Education, Libraries & safeguarding	44,498	86,535	51,326	182,359
Community Leadership	71		-	71
Environment	27,389	19,367	11,140	57,896
Housing	39,010	50,996	16,141	106,147
Policy & Resources	19,749	14,716	1,120	35,585
Total - General Fund	259,263	367,536	116,822	743,621
Housing Revenue Account	58,686	70,192	28,509	157,387
Total - all services	317,949	437,728	145,331	901,008

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

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

Changes to the Capital Programme

1.8.7 Following a project undertaken by colleagues within the Finance Service a number of changes are proposed to the Capital Programme. These changes cover deletions of schemes no longer required, reprofiling projects over a more realistic delivery period and refinancing schemes to make optimal funding decisions overall. These changes are discussed below.

Deletions

1.8.8 As part of the financial forward planning exercise, challenge has been provided to capital schemes throughout the capital programme. Every line within the programme was scrutinised and particular focus was exacted where expenditure had not yet been incurred or was lower than the anticipated profile of payments.

1.8.9 As a result of this activity a number of deletions have been identified. These deletions will not affect service delivery but will remove projects which are recognised as not currently being planned for delivery. Removing the unnecessarily planned capital expenditure not only reduces the revenue requirement for capital financing but also supports good financial management practices in accurately forecasting project costs and reducing slippage.

1.8.10 The total value of deletions to the capital programme is £96m and is shown by theme committee below:

Theme Committee	Deletion £'000
Adults and Safeguarding	-
Assets, Regeneration & Growth	(16,028)
Children's Education, Libraries & safeguarding	(76,238)
Community Leadership	-
Environment	(3,276)
Housing	(579)
Policy & Resources	-
Total - General Fund	(96,121)
Housing Revenue Account	-
Total - all services	(96,121)

1.8.11 The largest value of deletions within the capital programme relates to School Place planning within Children's Education, Libraries & safeguarding. This significant reduction recognises the reduced pupil number forecasts and the impact of free schools reducing the need for the Council to build additional classrooms within the Borough.

Slippage or Accelerated Spend

1.8.12 In addition to the process of challenge of schemes on the continued inclusion within the capital programme, scrutiny has been provided to the profiling assumptions of every scheme. The current capital programme covered the period to 2019/20. As major capital works can span many financial years, there is a need to plan over a longer time horizon. Expanding the planning period enables existing schemes to spread the cost over a more reasonable delivery period.

1.8.13 As a result of this work, the capital programme has been expanded to cover the period to 2024/25. Movements in schemes by theme committee across this period are summarised below:

Theme Committee	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(5,000)	(5,265)	10,265	0	0	0	0	0	0

Asset, Regeneration and Growth	(41,411)	(4,909)	35,638	8,062	1,690	750	180	0	0
Children's Education, Libraries & safeguarding	(5,974)	(6,326)	7,675	4,625	0	0	0	0	0
Community Leadership	0	0	0	0	0	0	0	0	0
Environment	(2,195)	2,195	0	0	0	0	0	0	0
Housing	(16,114)	8,921	4,897	1,040	501	251	251	253	0
Policy & Resources	(9,316)	4,955	2,000	2,361	0	0	0	0	0
Total - General Fund	(80,010)	(429)	60,475	16,088	2,191	1,001	431	253	0
Housing Revenue Account	(8,401)	8,401	0	0	0	0	0	0	0
Total - all services	(88,411)	7,972	60,475	16,088	2,191	1,001	431	253	0

Additions

1.8.14 Extending the time horizon of the Capital Programme means that an addition is required for annual capital projects such as Major Works within the HRA and the modernisation of Primary and Secondary schools. This is to enable the continuation of the existing and ongoing investment decisions. These are laid out within Appendix D for approval.

1.8.15 In addition to the business as usual addition above, four other additions are put forward for consideration by Theme Committees. They are the Barnet Tree Policy and the Gaelic playing pitch relocation, both referred to Policy and Resources by the Environment Committee to consider the funding of the programme as part of the Medium Term Financial Plan.

Barnet Trees Policy

1.8.16 The objectives of the Tree Policy are;

- to provide a service which supports our changing and growing borough whilst also maintaining and improving the borough's tree stock and natural environment.
- To contribute to biodiversity;
- To be a leader in tree planting and maintenance in London.
- To contribute to the health of residents in the borough by bringing about improvements to air quality; by sequestration of carbon dioxide and reduction in levels of nitrogen dioxide through carrying out targeted tree planting

1.8.17 The total funding request is £450,000 per annum for the next five years. This is broken down as;

- £300,000 per annum for street trees
- £100,000 per annum for trees in Parks & Open Spaces (P&OS)
- £50,000 per annum for response to urban heat island, air pollution.

1.8.18 The estimated annual capital financing costs of the proposed tree planting programme amount to £68,560 which can be contained within the annual revenue budget for tree planting.

1.8.19 The decision to approve this addition is included at recommendation 10.

Gaelic playing pitch relocation

1.8.20 The need for the Council to relocate St Kiernan's Gaelic Athletic Association arises directly from the redevelopment of the Copthall Leisure Centre and is required by conditions attached to the grants of planning consent for the leisure centre redevelopment and the redevelopment of Montrose Playing Field/Silkstream Park. The requirement also arises from the Playing Pitch Strategy for Barnet.

1.8.21 The application for planning consent for the wider NIMR site development has now been considered by the Mayor of London who has granted consent for the development. There is a Section 106 agreement attached to the grant of planning consent designed to assist with the relocation of St Kiernan's GAA.

1.8.22 Initial estimates indicate the cost of the relocation to total £2,000,000 from which it will be seen that after application of the Section 106 contributions, there remains a shortfall of £1,300,000. Applications for funding are being made to the Gaelic Athletic Association and other potential funders to meet this shortfall.

1.8.23 Approval is sought for the inclusion of the £700,000 Section 106 contribution in the Capital Programme. An additional application for inclusion within the capital programme will be made when the outcome of the external funding applications is known.

1.8.24 The decision to approve this addition is included at recommendation 11.

Tranche 3 (Opendoor Homes Affordable Housing Programme)

1.8.25 This addition is required in order to budget for the use of £700,000 s106 funding to deliver offsite affordable housing at the Croft. There is no additional net cost to the General Fund as a result of this addition.

1.8.26 The decision to approve this addition is included at recommendation 12.

Housing Acquisitions Programme

1.8.27 To meet the council's homelessness obligations, the Assets Regeneration and Growth Committee in November 2017 authorised a third tranche of purchasing homes in Greater London on the open market under a leasing arrangement supported by an institutional investment fund.

1.8.28 Following further consideration of this approach, it is recommended that a more flexible approach is taken utilising PWLB lending to support the direct purchase of properties alongside the leasing arrangements.

1.8.29 This proposed approach is therefore to increase the capital programme for 2018/19 to include £40m for direct acquisitions, alongside the programme supported by the institutional investment fund limited to £50m. The increase in the capital programme will be funded by prudential borrowing. Recommendation 13 seeks approval for the increase of the capital programme funded by borrowing. Recommendation 14 seeks approval for the use of institutional investment funds.

Capital Financing Decisions

1.8.30 At the Policy and Resources Committee meeting on the 5 December 2017, the Committee delegated responsibility to the Section 151 officer to make in year decisions on funding substitutions in order to maximise funding prior to year-end to aid financial planning. As a result, work has been undertaken to review funding decisions and these are presented in Appendix D for the Committee to note.

1.9 Treasury Management Strategy

1.9.1 The Treasury Management Strategy is included in Appendix J. The main recommended revision to the Treasury Management Strategy is:

- External Borrowing will be taken initially using temporary borrowing as long-term (50 year) PWLB rates are forecast to remain at or below 3% until June 2019.

1.9.2 Temporary borrowing will be in the form of either short term loans from other local authorities or variable Public Works Loan Board (both less than one year).

1.10 Housing Revenue Account

1.10.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. The budget can be set so that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2017 the HRA balances are forecast to be £12.5m.

1.10.2 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages, and commercial premises.

Council Dwelling Rents

1.10.3 Council rents are required to be reduced by 1% a year for the four years from April 2016. In October 2017, the Ministry of Housing, Communities and Local Government (MHCLG) (formerly the Department for Communities and Local

Government (DCLG)) announced that increases to social housing rents will be limited to the Consumer Prices Index (CPI) plus 1% for five years from April 2020. This is required by the Welfare Reform and Work Act.

1.10.4 When a dwelling is re-let to a new tenant then the rent will be reset at the formula rent level, minus 1% for four years from April 2016 as required by the government policy for social rents.

1.10.5 Where a dwelling rent is already above formula rent levels at the point it becomes empty, there will be no adjustment to the property rent when it is re-let.

1.10.6 Once a property has been let, the rent will reduce by 1% a year at the start of the following financial year for the current tenant up to and including 2019/20.

1.10.7 New homes being delivered on the Council's land will be subject to affordable rents set at 65% of average private sector market rents or the Local Housing Allowance (LHA) whichever is lower. In line with government policy, the affordable rent that applies at the end of each financial year will be reduced by 1% at the start of the next financial year for the current tenant up to and including 2019/20.

1.10.8 The current average weekly rent on a 48 week basis will be £109.43. This has decreased from an existing weekly average rent of £110.53. The average formula rent (for new tenants on re-let) will be £117.10; this has decreased from an existing average of £118.28.

Service Charges and Garages

1.10.9 The table below outlines the changes that are recommended to take effect from 1 April 2018 (on a 48 week basis):

	2017/18	2018/19	Increase	% Increase
Grounds Maintenance	£2.77	£2.80	£0.03	1.0%
Lighting	£1.21	£1.23	£0.02	2.0%
Heating - Grahame Park	1 Bed- £12.20	1 Bed- £12.20	1 Bed- £0.00	0%
	2 Bed - £16.92	2 Bed - £16.92	2 Bed - £0.00	
	3 Bed - £18.27	3 Bed - £18.27	3 Bed - £0.00	
Heating – excluding Grahame Park	0%			
Digital Television	£1.47	£1.54	£0.07	5%
Weekly Caretaking	£6.71	£6.71	£0.00	0%
Quarterly Caretaking	£1.36	£1.36	£0.00	0%
Enhanced Housing Management and Alarm	0% increase applied to existing charges for these services.			

Service (sheltered housing) Garages Door Entry Systems	3.1% increase applied to existing rents for garages £2.33 per week (for all new and replacement systems installed from 01/04/2017) – an increase of 5% based on expected cost increase.
---	--

1.10.10 The proposed changes reflect increases in the cost of providing the services described. In the case of heating charges, no increases are recommended as the cost of fuel has not increased during 2017/18.

1.10.11 The cost of providing access to digital television was reviewed in 2017/18 to ensure that the service charge reflected the cost of providing this service. It is recommended that the charge is increased in line with the cost increase expected of 5%, which represents an increase of £0.07 pence a week.

1.10.12 The charge introduced for new and replacement installations of door entry phone systems is proposed to increase by 5% in line with the estimated cost increase. Replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.

HRA Summary and working balance

1.10.13 Total expenditure for 2018/19 is estimated at £59.7m including charges for financing HRA debt.

1.10.14 The HRA for 2018/19 shows a contribution from balances of £754k. The estimated HRA balance as at 31 March 2018 is £13.6m.

Housing – Right to Buy (RTB) Receipts

1.10.15 The council has entered into an agreement with the former Department for Communities and Local Government (DCLG) to retain an element of the RTB receipts for investment in building or acquisition of new social housing. Up to 30% of the retained receipts must be spent on the cost of replacement affordable rented homes.

1.10.16 Retained RTB receipts must be spent within three years of being received. If retained RTB receipts are not spent within the three years' time limit they must be returned to DCLG, with interest charged at 4% above base rate (Bank of England), calculated from the date of the relevant RTB receipts.

1.10.17 The council has undertaken purchase of property to add to the stock of social housing to ensure that the receipts do not have to be repaid to DCLG.

1.11 Robustness of the budget and assurance from Chief Finance Officer

1.11.1 In order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall position to be taken. It is also reports on the Director of Finance's consideration of the affordability and prudence of capital investment proposals. The level of general balances to support the

budget and appropriate earmarked reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves are an integral part of its continued financial resilience. The council's reserves and balance policy is attached at Appendix K.

Robustness of Estimates

- 1.11.2 The Council is a going concern and the budget process is part of a continuous service planning and financial cycle. Therefore, knowledge and understanding of the previous and current national and local financial and economic environments are used to make informed assumptions and judgements about the future. This activity seeks to establish a robust budget which is appropriate and realistic having taken a practical assessment of risk.
- 1.11.3 The impact on the MTFS from previous financial settlements has been mitigated by using collection fund surplus, new homes bonus and use of reserves.
- 1.11.4 The reduction of funding in contingency means that if the social care precept is not applied, additional savings options will need to be developed of at least £4.9m (on-going) to ensure there is a balanced and sustainable budget going forward.
- 1.11.5 The financial planning process has been managed at officer level through the Strategic Commissioning Board and Delivery Unit meetings. These Director level groups have overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings. This has happened alongside budget challenge sessions with members of Performance and Contract Management Committee and Policy and Resources Committee.
- 1.11.6 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation feedback has been taken into consideration as final proposals to the council have been formulated.
- 1.11.7 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resource Committee. The savings will then be referred to Council and agreed in March 2018.

Robustness of Budget Setting Process

- 1.11.8 The process that has been undertaken to set the budget has included engagement of officers from service departments throughout the year, regular reporting to Theme Committees and Council, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities. For these reasons, it can be confirmed that the budget setting process has been robust.

Effectiveness of Budget Management

1.11.9 The council has robust arrangements for managing budgets and performance. Close attention will continue to be paid to the implementation of agreed savings and monitoring of the Council's current overspend, with regular reporting to the Performance and Contract Management Committee.

1.11.10 The Council has a legal responsibility to set a balanced budget which can include the planned use of its reserves. The Council is planning to use around £70m of its reserves over the period to March 2020. Whilst the funds are available to use in this way, the trajectory of their reduction is unsustainable in the long term and means that the Council risks being forced to make tough decisions over a short period of time. The Section 151 officer recommends that the Council now materialises its plans to reduce its net expenditure to keep within available resources and to slow, and eventually eradicate, the erosion of its available reserves. This will minimise significant short-term impacts upon front line services.

1.12 Reserves and balances

1.12.1 It is the role of the Section 151 officer to recommend a level of reserves within the council's budget. However, it is important that members understand the level of reserves that the council holds, and ensure that the reserves policy fits in line with the organisational strategy. The council's policy on reserves and balances is attached at Appendix K.

1.12.2 The council expects to hold general non ring-fenced and not earmarked annual reserves of £9m to deal with any in year and unplanned pressures. The council will seek in time to increase this to £12m, which is equivalent to 5% of annual expenditure and this amount is in line with Audit and Regulatory good practice.

1.12.3 The council needs to ensure an adequate level of reserves and contingencies, which will enable it to manage the risks associated with delivery of the budget including equalities impacts and unforeseen events.

1.12.4 Ring fenced reserves include money that is ring fenced by statute and can only be used for their designated purpose (such as schools and public health balances) or funding held to service a long term PFI contract.

1.12.5 The council held specific reserves at the end of the last financial year of £96.798m, a general fund balance of £9.6m and HRA balance of £12.4m.

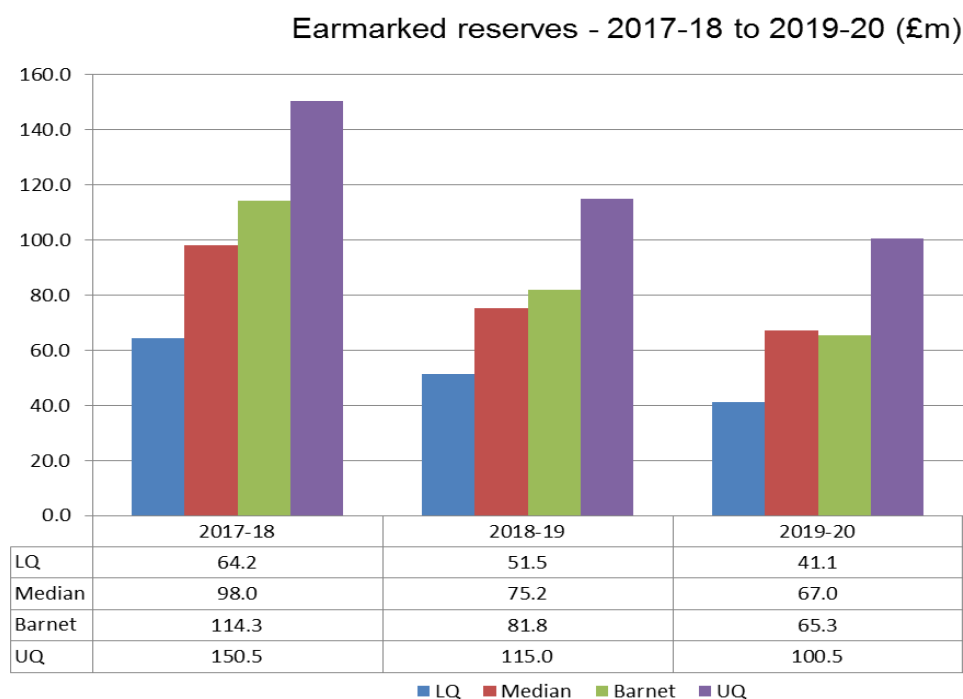
1.12.6 The following table indicates the estimated balances that the council will hold up to March 2020.

Specific Reserves	Mar-17 £'000	Mar-18 £'000	Mar-19 £'000	Mar-20 £'000
Risk	-	-	-	-
Balancing the MTFS	15,425	13,695	7,950	-

Collection Fund Smoothing	-	2,000	2,000	2,000
Transformation	6,754	4,500	2,200	-
PFI	4,286	4,286	4,286	4,286
Service Development	11,383	5,836	5,517	5,267
Infrastructure	36,571	23,988	3,455	6,058
Service Reserves	22,379	12,886	11,607	10,807
Council Total	96,798	67,191	37,015	28,418
Schools Reserves	10,894	9,894	8,894	7,894
Total	107,692	77,085	45,909	36,312

General Reserves	Mar-17 £'000	Mar-18 £'000	Mar-19 £'000	Mar-20 £'000
General fund	9,614	9,000	9,000	9,000
Housing revenue account (ringfenced)	12,489	9,762	9,008	8,254

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



Use of Collection Fund Surplus

1.12.8 Within the 2017/18 budget, the Council assumes it will use £3m of its accumulated Collection Fund Surplus to support its revenue budget. This is one off funding rather than being available as a recurrent surplus.

- 1.12.9 The proposed MTFs, at Appendix A, proposes the additional use of £3.3m in 2018/19 followed by a further £0.3m in 2019/20. This was included to recognise that savings proposals within the Assets Regeneration and Growth Committee relating to additional council tax income from residential developments was forecast to be delayed by around 12 months.
- 1.12.10 The one off uses of the surplus described above would leave an approximate balance of £6m by the closing of 2017/18. It is proposed that the first £2m of this remaining balance is used to establish a Collection Fund Smoothing Reserve. The purpose of this reserve would be to balance any year on year surplus or deficits, minimising the risk to the general fund of any unplanned impacts.
- 1.12.11 It is then proposed that the remaining £4m is utilised to replenish the General Fund Balances closer to the target level of £12m. This will result in a forecast balance of £9m at year end 2017/18. The Council will seek in time to increase this to £12m as discussed in paragraph 1.12.2.
- 1.12.12 The latest forecast collection fund variance estimates an in year deficit of £1.5m. It is common for both positive and adverse variances to exist within the Collection Fund and should this forecast be realised at year end, it will be the first call on the newly established Collection Fund Smoothing Reserve. There is no forecast variance for 2018/19 at this stage.
- 1.12.13 The General Fund Balance quoted in paragraph 1.12.6 is calculated assuming this treatment is applied.

1.13 Fees and Charges

- 1.13.1 For the fees and charges within their remit, theme Committees, Planning Committee and Licensing Committee must approve changes to fees and charges that are above inflation by 2% or more, the introduction of new fees and charges, and changes to fees and charges outside the normal annual cycle.
- 1.13.2 Changes to fees and charges approved by theme Committees, Planning Committee and Licensing Committee must be reported to Policy and Resources Committee for noting.
- 1.13.3 Appendix G sets out the changes that require noting by this committee.

1.14 Budget Management

- 1.14.1 The following paragraphs contain draft budget monitoring information as at the end of Quarter 3 (December 2017). It should be noted that this information is still draft and is due to be presented to the Performance and Contracts Management Committee on the 27 February 2018.
- 1.14.2 The forecast General Fund revenue outturn is £281.782m, which is a projected overspend of £4.583m (1.7%) compared with the revised budget of £277.199m.

This reported variance is after the application of reserves which act as one off mitigations to the budget variance. The overall variance is largely driven by overspends in Adult Services and CSG.

- 1.14.3 The projected outturn on the council's capital programme is £227.347m, £176.934m of which relates to the General Fund programme and £50.414m to the HRA capital programme. This is a variance of £90.602m less than the 2017/18 budget of £317.949m.

Revenue Budgets

- 1.14.4 The Delivery Units with significant overspends are listed below with a summary of their main pressures:

- 1.14.5 The revenue budget for **Adults and Communities** is forecast to overspend by £1.515m. Adult Social Care (ASC) has experienced increasing complexity and demand for services since 2014/15. The learning disability budgets have been experiencing pressure as a result of the transforming care (Winterbourne) agenda. Projections include c£0.275m spend on supported living placements that would previously have been hospital admissions.

- 1.14.6 The current overspend also includes expenditure relating to backdated claims for Ordinary Residence that have been lost; these were not provided for based on previous legal advice. As a result, there is a one-off budget pressure of £0.479m and an ongoing pressure of £0.116m.

- 1.14.7 There is also significant pressure from homecare, equipment and nursing care placements. The Council has been working hard to support local NHS partners to cope with the pressures on the health system and reduce delayed discharges of care. The growing demand from health has led to an increase of 14% in commissioned homecare hours from last year and a £0.235m increase in projected costs for the community equipment service. The latter has been mitigated through the capitalisation of equipment via the DFG budget.

- 1.14.8 The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure in 2017/18, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.

- 1.14.9 A piece of work is being undertaken by colleagues within Adults Services, supported by the Director of Finance and his staff to fully understand the emerging pressure within Adult Services. It was previously reported to committees about the difficulty in obtaining management information following a system change. A process of validation of that information is now needed to take place in order to understand any ongoing financial pressure within the service. This will be reported in more detail to the Performance and Contract Management Committee on the 27 February 2018.

- 1.14.10 Assurance is forecasting an overspend of £0.289m due to an underachievement of income, which is partly offset by an underspend on core hours.

- 1.14.11 The projected overspend for the **Commissioning Group**, which includes environment, parking and infrastructure, is £0.357m which represents 1.0% of the total Delivery Unit budget. The forecast overspend is principally due to the income budget for the registrar and mortuary services not being achieved.
- 1.14.12 The projected overspend of £1.240m for **CSG** represents 5.7% of the total Delivery Unit budget (£21.836m). This variance relates to pressure on income budgets. There is a shortfall in schools traded income of £0.7m. This pressure has emerged due to a combination of more schools becoming academies with their own support services and school budgets in general being under more pressure. In addition to this, income generated from services such as the Programme Management Team and Document Solutions are lower (£0.5m) as a result of lower demand than expected. The Council is looking at the assumptions within the budget as part of the MTFs process.
- 1.14.13 The projected overspend of £0.277m for **Family Services** represents 0.5% of the total Delivery Unit budget (£58.471m). There is a £1.700m forecast overspend relating to external high cost specialist placements and associated services. The additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty Assessment Team social workers has resulted in a £0.390m pressure. The ongoing improvements being made will continue to place pressure on existing resources. Forecast pressures are being offset by the additional budget allocated by Policy and Resources Committee in June 2017 and additional one-off grant funding.
- 1.14.14 The projected overspend of £0.253m for **Housing Needs and Resources** represents 3.7% of the total Delivery Unit budget (£6.860m). The forecast overspend is largely due to a shortfall in rental income as a result of temporary accommodation rents being fixed at January 2011 Local Housing Allowance rates, in addition to income loss from hostels, temporary accommodation preventions and one-off private sector leasing.
- 1.14.15 Recovery plans for forecast in-year overspends are monitored by Performance and Contract Management Committee through the year.
- 1.14.16 Specific risks in the MTFs takes the pressures above into consideration, however relevant Directors will need to ensure existing overspends are being addressed in order to ensure delivery of future savings proposals are not at risk.

Capital Budget management

- 1.14.17 The projected capital outturn is £90.602m (27.8%) lower than the latest approved budget, primarily due to slippage. The principal variances from budget and the reasons for these are as follows:
- 1.14.18 Within the Commissioning Group capital programme, there is slippage of £5.000m on the Sports and Physical Activities project. Site mobilisation and construction started in December 2017 and the project is being reprofiled to

reflect the anticipated timescale for completion. There is also slippage on the depot relocation project and a number of other projects.

- 1.14.19 Within the schools capital programme, there is slippage of £0.700m on the St Agnes School expansion and £1.287m on the Blessed Dominic / St James project, both due to planning delays. There is also slippage of £1.832m on alternative provision due to delays in procurement and of £0.903 on other projects.
- 1.14.20 Within Family Services, there is slippage of £2.458m. Additional works to libraries have required an increase in the budget for this project of £0.648m. There have been delays to the Youth Scheme project with planning taking longer than expected and this has resulted in the project being re-profiled into 2018/19 (£1.699m). The information management project has also slipped into 2018/19 whilst options are appraised for the new youth offending system (£0.545m).
- 1.14.21 The forecast capital outturn for Housing Needs and Resources shows slippage of £16.221m which relates mainly to the Open Door project being re-profiled as it started later than planned due to registered provider status being obtained.
- 1.14.22 The Re capital programme has decreased by £42.304m. The slippage relates mainly to the Colindale Station works (£13.500m), the Thames Link station (£18.489m) and the Strategic Opportunities Fund (£8.000m), all of which have been re-profiled into future years.
- 1.14.23 The HRA forecast shows a decrease of £8.273m. The HRA Fire Safety Programme has slipped into 2018/19 with re-cladding works taking longer than planned (£4.500m). The Moreton Close project continues to experience delays and has slipped further budget into 2018/19 (£4.700m).

1.15 Transfers to reflect budget changes

- 1.15.1 An in-year transfer from contingency is required to cover the Council's Apprentice levy costs totalling £0.615m.
- 1.15.2 Insurance budgets in 2017/18 need to be re-aligned across all delivery units to capture the total cost of running the service. This virement will be on a one-off basis as per the following table:

Service Area	£
Adults and Communities	(8,590)
Assurance	(7,540)
Children's Education & Skills	3,190
Children's Family Services	(63,590)
Commissioning	49,670
Customer Support Group	(42,360)
Housing Needs Resources	(430)
Parking & Infrastructure	(1,910)

Regional Enterprise	(4,440)
Streetscene	94,470
Central Expenses	(18,470)
Grand Total	0

1.15.3 Authorisation is requested to approve these budget transfers at recommendation 24.

1.16 Debt Write off

1.16.1 The following write offs over £5k, are to be referred to Full Council.

- Sundry Debt write offs totalling £0.174m
- Council Tax write offs totalling £0.133m
- Non-Domestic Rates write offs totalling £2.088m

Sundry Debt Write off Write offs

1.16.2 Sundry debt write-off's totalling £0.174m are requested for write off, the details of which can be seen in the table below.

Sundry Debts - Write offs over £5k			
Account Reference	Amount	Invoice Date	Comments
1	37,101.80	02/12/2013	Insufficient funds in estate
2	28,463.39	31/10/2014	Insufficient funds in estate
3	18,994.63	17/09/2015	Insufficient funds in estate
4	11,031.52	06/12/2010	Recovery action exhausted
5	10,854.76	20/11/2015	Insufficient funds in estate
6	8,702.00	02/04/2013	Insufficient funds in estate
7	8,777.35	01/08/2005	Recovery action exhausted
8	7,573.21	06/03/2013	Recovery action exhausted
9	7,141.09	15/02/2016	Insufficient funds in estate
10	6,965.76	21/08/2014	Recovery action exhausted
11	6,450.15	28/09/2016	Insufficient funds in estate
12	6,388.40	11/11/2013	Insufficient funds in estate
13	7,663.34	26/07/2012	Insufficient funds in estate
14	8,089.99	24/06/2016	Recovery action exhausted
Total	£174,197.39		

1.16.3 Actions taken to recover debt over £5,000 are as per the Council's Income and Debt Management Policy. If an invoice is raised and remains unpaid, the "dunning" process comes into play as follows:

- Level 1 – a reminder is sent after 21 days
- Level 2 – a second notice is sent after 35 days i.e. a further 14 days

1.16.4 The Income team have reviewed all Level 2 cases remaining outstanding greater than 49 days (allowing a further 14 days to pay after the Final Notice) to decide whether the debt recovery should proceed.

1.16.5 Depending on the type of debt, customers and circumstances, the use of debt collectors or issuing proceedings in the County Court is considered. Every case is treated individually, hence the circumstances of each debt is assessed prior to taking a decision on the recovery of the debt in conjunction with the delivery unit.

Council Tax and Non-Domestic Rates

1.16.6 The debts are within the council's existing bad debt provision including the GLA precept for council tax, and GLA and Government shares of retained business rates. The bad debt provision for Council Tax is currently £20.8m and for Business Rates is £5.7m.

Council Tax

1.16.7 Irrecoverable council tax debts of £0.133m are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2004/05 to 2016/17.

1.16.8 All the debts are in respect of closed accounts. Most are in respect of debtors who have absconded, including some who are known to be abroad. The table below provides a breakdown of the age profile of these debts with the total value for each year recommended for write off.

1.16.9 Attempts to trace absconders include searches of our internal revenues system, credit reference agencies, enquiry notices to owners, agents and new occupiers of properties and visit reports by our Inspection and Enforcement Agents. With regard to cost effectiveness, the extent of tracing activity will correspond to the amount of the individual debts with a greater intensity of checks being carried out in respect of these larger debts. It should be noted that where a debtor is traced following the write off of the debt then the debt will be reinstated and further attempts made to recover, subject to statutory limitation periods and it being economical to do so.

Write Off Amount for Council Tax Greater than £5000			
Financial year debt raised	Liability	Cost	Total Value
	£'s	£'s	£'s
2004/05	170		170
2005/06	88	194	282
2006/07	3,123	97	3,220
2007/08	5,877	587	6,464
2008/09	7,965	669	8,634
2009/10	12,494	572	13,066
2010/11	17,424	1,061	18,485
2011/12	22,278	554	22,832
2012/13	22,722	942	23,664

2013/14	18,919	762	19,681
2014/15	12,759	762	13,521
2015/16	2,087	373	2,460
2016/17	293	97	390
Grand Total	126,199	6,670	132,869

Non-Domestic Rates (NDR)

1.16.10 Irrecoverable National Non Domestic debts of £2.088m are requested for write off. The individual debts are all £5,000 or more and cover the financial years 1998/99 to 2017/18.

1.16.11 All the debts are in respect of closed accounts. Most are in respect of debtors who have absconded, including some who are known to be abroad and out of our jurisdiction. Other debts are either limited companies that have been dissolved or wound up or again companies registered abroad. None or insufficient monies to clear these debts have been yielded as Business Rates debts do not rank as preferential debt in insolvency proceedings. Therefore no further action can be taken.

1.16.12 Attempts to trace absconded debtors include searches of internal systems, credit reference agencies, internet searches, enquiries with owners, agents, and new occupants of the relevant properties and visits by the inspector and Enforcement Agents. With regard to cost effectiveness, the extent of tracing activity will correspond to the amount of individual debts and with a greater emphasis on checks made in respect of larger debts. It should be noted that if an absconder is subsequently located following a write off then the debt can be re-raised and attempts made to recover it, subject to statutory limitation periods and it being economical to do so.

Write Off Amount for Non Domestic Rates Greater than £5000			
Financial year debt raised	Liability	Cost	Total Value
	£'s	£'s	£'s
1998/99	18,008		18,008
2006/07	1,156	170	1,326
2007/08	7,148	170	7,318
2008/09	28,340	340	28,680
2009/10	38,531	340	38,871
2010/11	10,955	340	11,295
2011/12	29,762	510	30,272
2012/13	61,048	170	61,218
2013/14	140,044	1,360	141,404
2014/15	344,366	3,060	347,426
2015/16	504,885	4,670	509,555
2016/17	716,855	6,460	723,315
2017/18	167,808	1,530	169,338

Grand Total	2,068,906	19,120	2,088,026
--------------------	------------------	---------------	------------------

Housing

General Fund debt Write-offs

1.16.13 The scheduled write-offs, where the individual debt level is in excess of £5,000 is £0.099m relating to the General Fund, temporary accommodation (table below).

Recovery process for former tenants

Standard cases

- Week 1 – First Former Tenant warning letter is sent
- Week 2 – Second Former Tenant warning letter is sent
- Week 3 – The debt is either written off if its uneconomical to recover, or referred to a debt collection agency

Deceased cases

- Week 4 – First Former Tenant warning Letter is sent
- Week 5 – Second Former Tenant warning Letter is sent
- Week 6 – Third Former Tenant warning Letter is sent
- Week 7 – The debt is moved to probate for write off

1.16.14 Debts in excess of £5,000 most commonly relate to closed accounts, with the majority being statute barred. This occurs when the council is legally unable to recover any monies owed by tenants due to the recovery time permitted by law being exceeded. Debts which are not statute barred (statute barred – greater than 6 years and no longer collectable) are treated as irrecoverable as the debtor is either unable to be traced, deceased with no estate or the debt is of a non-material amount, thus is uneconomical to recover

Housing General Fund - Write offs over £5k			
Account Number	Amount (£)	Termination Date	Comments
170102385	14,122.03	07/11/10	Statute Barred
170104211	13,249.08	29/08/10	Statute Barred
170073522	12,754.70	13/04/09	Statute Barred
170108746	12,353.30	29/08/10	Statute Barred
170109452	10,948.84	29/08/10	Statute Barred
170123850	10,137.60	19/09/10	Statute Barred
170129560	7,905.43	14/09/10	Statute Barred
170109073	6,674.81	15/08/10	Statute Barred
170027852	5,430.26	24/10/10	Statute Barred
170115579	5,025.56	26/09/10	Statute Barred
Total	98,601.61		

1.16.15 The bad debt provision will cover the amount of debt proposed to be written off within the Housing General Fund; the current bad debt provision balance is £4.9m.

1.17 Future Financial Planning Work

- 1.17.1 The council is conducting a 'Priorities and Spending Review' (PSR) to fully revise the MTFS through to 2025 and present options to the new administration following the May 2018 local elections. The PSR began in Summer 2017.
- 1.17.2 The programme is structured around demand-focussed workstreams led by subject matter experts from within the authority, working with partners. It includes a number of phases, involving the development of a high-level vision, analytical work to understand demand drivers and the development of savings proposals based on those drivers of demand. A Task & Finish Group and Programme Team provide support and leadership throughout the process.
- 1.17.3 The section 151 officer maintains a high level mid to long-term forecast of the Council's income and expenditure levels. This forward looking approach supports strong financial management and enables the organisation to take appropriate strategic decisions well in advance. Taking considered decisions in this way minimises shocks and supports effective decision making.

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

4 POST DECISION IMPLEMENTATION

- 4.1 Following approval of these recommendations, these budget proposals and the proposed council tax resolutions will be considered by Council on 6th of March 2018.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness**, **responsibility** and **opportunity**, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life;

- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly; and
- Where services are delivered efficiently to get value for money for the taxpayer.

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

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

5.3 Social Value

5.3.1 In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that providers can bring in delivering our services, such as where apprenticeships are provided.

5.3.2 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

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

5.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.4.3 All proposals emerging from the review of the budget setting process must be considered in terms of the council’s legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.4.4 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee, which include:

- Strategic policy and finance including recommending capital and revenue budget, Medium-Term Financial Strategy and Corporate Plan to Full Council;
- Finance including: treasury management; local taxation; insurance; corporate procurement; grants; writing off debt; virements; and effective use of resources; and
- To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

5.4.5 As a matter of public law the duty to consult with regards to proposals to vary reduce or withdraw services will arise in 4 circumstance:

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

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

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

5.4.7 Barnet Council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the council does
- Voice their views and understand how they can get involved
- Feed in their views to the democratic decision making process.

5.4.8 There will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. The Council may be required to publish a statutory notice to the Secretary of State and undertake consultation should we reach the minimum thresholds for potential redundancies resulting from these proposals

- 5.4.9 Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. If negative equality impacts are found then decision makers may – or may not – decide to change their decisions after balancing all of the factors. The equalities duties are ongoing duties – they are not duties to secure a particular outcome. The equalities duties should be taken into account before a decision is made. It is important that decision makers have regard to the statutory requirements on them and make decisions in light of all available material. This will include the results of consultation and other comments that residents and organisations make on the proposals.
- 5.4.10 Full equality impact assessments have been prepared for the Policy and Resources Committee for those savings that will make up the budget for 2017/18 taking into account the results of the public consultation before the budget is referred to Council. Where proposals are at early stages then the equality impact assessment will be completed prior to decisions being made.

5.5 Risk Management

- 5.5.1 Risk is defined as an uncertain event that, should it occur, will have an impact on the organisation's ability to achieve its objectives. A risk is measured by the likelihood of a perceived threat or opportunity occurring and the magnitude of its impact on the organisation's objectives.
- 5.5.2 The overarching aims of the council's risk management framework are to improve the organisation's ability to deliver its strategic objectives by managing risk; creating a risk culture that adds value to operational activities; and achieving sustained benefit across the portfolio of activities.
- 5.5.3 The risk management framework should help to ensure risk management is embedded throughout the organisation and involves all key stakeholders, including officers, senior managers, members and partners.
- 5.5.4 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.
- 5.5.5 The Council's medium term financial strategy is designed to meet the challenges ahead and provide some flexibility to deal with varying service pressures, which may arise. The Council holds a number of other provisions and reserves to meet known future liabilities and as a contingency against specific areas of risk.
- 5.5.6 Detailed monthly budget monitoring arrangements are in place across the Council, which are designed to provide an early warning of possible budget variations to enable early remedial action, where appropriate, to be taken.
- 5.5.7 During the year management will focus resources on key risk areas as part of the overall monitoring and management of services so the risk of overspending is minimised.
- 5.5.8 The challenges set out in this report require fundamental change in the way Council services are delivered, which impacts on the human resources of the

organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.

- 5.5.9 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the Council must always ensure that safeguarding of adults, children and young people remains paramount.

5.6 Equalities and Diversity

- 5.6.1 The public sector equality duty is set out in s149 of the Equality Act 2010: A public authority must, in the exercise of its functions, have due regard to the need to: (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to: (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled persons' disabilities.
- 5.6.3 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard the need to: (a) Tackle prejudice, and (b) Promote understanding. Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:
- Age;
 - Disability;
 - Gender reassignment;
 - Pregnancy and maternity;
 - Race;
 - Religion or belief;

- Sex; and
- Sexual orientation.

Equalities impact of budget and consultation

- 5.6.4 The Cumulative Equalities Impact Assessment (CEIA) of the budget savings proposals for 2018/19 is shown at Appendix H together with an Appendix which details the EIAS which support the individual budget savings proposals for 2018/19 and their equalities impact by Theme Committee. The CEIA also takes account of the Budget Consultation outlined in Appendix H to this paper and briefly considers the equalities impact of 3 proposed approaches set out in the consultation document to bridge the MTFS gap.
- 5.6.5 The CEIA shows that the budget savings proposals for 2018/19 will result in many positive benefits for Barnet residents and businesses including the protected characteristics and other groups who may be disadvantaged. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the CEIA shows relatively more positive and neutral impacts and relatively fewer negative impacts. There are no new negative equality impacts for the protected characteristics as part of the Budget savings proposals for 2018/19.
- 5.6.6 ASC have developed 12 Savings proposals for 18/19 budget, 11 of these are continuing savings. The equalities impact of 10 of 12 savings proposals are showing positive impact: Your Choice Barnet, supporting people in the community, Carers Intervention Dementia, Independence of Young people, Moreton Close extra care housing, Assistive Technology, Mental Health Step Down to enable people with mental health conditions to live in the community, support for working age adults and older adults, Personal Assistants and Disabilities Facility grant. Changes in 3rd party spend and Better Care Fund are not anticipated to have an equalities impact.
- 5.6.7 CELs have 9 savings proposals of which 7 are continuing. There are 2 new savings proposals for Youth Service redesign and Adoption which may require equalities impact analysis. At present Children's are not showing additional negative impacts because of their savings proposals. They have not produced individual EIAs for their proposals and have considered the EIA for Children's and young people plan showing minimum positive impact, LAC placement published last year and early years EIA all showing positive impacts. The Libraries EIA, showing minimum negative impact, continues to be monitored and updated as proposals are implemented.
- 5.6.8 Environment are showing 12 proposals to support their budget savings proposals. None of the assessments are currently showing a negative impact but Streetscene service redesign EIA is showing impact not known.

5.7 Consultation and Engagement

Preliminary consultation

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

- a. Inform the Priorities and Spending Review (2014) by gathering insight to explore where savings and income generation can be made across the Council
- b. Understand residents' views of Council priorities and valued services
- c. Gain an in-depth understanding of stakeholders' priorities and how they would want the Council to approach the budget and allocation of resources over the next five years.

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

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

The consultation aimed to:

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

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

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	<ul style="list-style-type: none"> • Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFS proposals for each of the 6 committees • Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 - 2015	<ul style="list-style-type: none"> • A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus

Phase	Date	Summary
		two workshops with users ¹ of council services. • An online survey

The council has also conducted formal annual budget consultations every year.

Formal consultation on 2018/19 budget

Overview

- 5.7.5 Preliminary consultation and engagement has informed the development of the Council's 2018/19 budget proposals to be put forward for consultation.
- 5.7.6 The general budget consultation began the day after Policy and Resources Committee on 5 December 2017 and concluded on 14 January 2018.
- 5.7.7 The consultation was published prior to the Local Government Settlement on 19 December 2017 which enabled councils to increase general Council Tax by up to 2.99%.
- 5.7.8 In terms of service-specific consultations the council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2018/19 savings. The outcomes of these consultations are being reported into the committee decision making processes.
- 5.7.9 The following paragraphs set out the headline findings from the general budget consultation 2018/19 which will be presented to Full Council, on 6 March 2018. The detailed findings can be found in Appendix .H

General consultation on 2018/19 budget

Method

- 5.7.10 The 2018/19 general budget consultation asked for views on:
- The council's proposal to apply a further 3% social care precept to Council Tax in 2018/19;
 - The overall budget and the saving proposals for 2018/19;
 - Options for meeting the remaining £6.7million budget gap by 2020.
- 5.7.11 The general public consultation was published on Engage Barnet with detailed background information about the Council's budget setting process and the financial challenges the Council faces.
- Respondent's views were gathered via online questionnaire.

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

- Paper copies and an Easy Read version of the consultation were also made available on request;
- As part of the Council's statutory duty to consult with National Non Domestic Rate (NNDR) Payers, letters were sent out to all the Council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the Council's residents' magazine, Barnet First; Barnet Online; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were invited to take part in the consultation through Community Barnet; Communities Together Network, Youth Board, and Delivery Unit newsletters/circulars and super user mailing lists;
- A face to face meeting was also held with adults with learning difficulties, set up through Mencap, where an Easy Read presentation of the consultation document was discussed and further support was given in completing the Easy Read questionnaire.
- A separate questionnaire was sent to the Citizens' Panel to ensure the views of a representative sample of the borough's population were captured on the Council's proposal to apply a 3% social care precept to Council Tax in 2018/19 and options for meeting the remaining £6.7million budget gap by 2020.

Response to the consultation

5.7.12 A total of 597 questionnaires have been completed:

- 108 questionnaires were completed by the general public
- 489 questionnaires were completed by the Citizens' Panel.

5.7.13 The findings have been reported in order of the largest sample size: Citizens' Panel (489), and then Public Consultation (108).

5.7.14 There were also two written responses from businesses which did not answer the questions included in the public consultation questionnaire. These responses have been reported on separately and further details are provided in Appendix H.

Response Profile

5.7.15 The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information on the Citizens' Panel methodology can be found in Appendix H.

5.7.16 Due to low completion rate of the diversity monitoring questions to the general public consultation (67%) the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population.

5.7.17 It is also important to note that the consultation methods differ and their findings cannot be reported in a single result. For this reason, the findings have been reported on separately, so that comparisons can be made between the much larger representative sample from the Citizens' Panel and the open general public consultation. For more information on how the results have been reported and interpreted please refer to Appendix H.

Key findings are summarised below:

5.7.18 Both the Citizens' Panel and the general public consultation were asked their views on the council's proposal to apply a further 3% social care precept in 2018/19, and options for closing the remaining £6.7million budget gap to 2020.

5.7.19 It should be noted that those who support or oppose the council's proposal to apply a further 3% social care precept have only been reported in this report. The full findings of who answered they 'neither support nor oppose' or 'don't know' have been reported on in Appendix H.

5.7.20 Also, the base size may vary from question to question as not all respondents provided a response to every question.

The Council's proposal to apply a further 3% social care precept increase in 2018/19

5.7.21 The majority of Citizens' Panel members (63%) and the general public respondents (56%, 61 out of 108 respondents) support the proposal to apply a further 3% social care precept in 2018/19.

5.7.22 Only one fifth of the Citizens' Panel (21%) oppose the proposal, and slightly more 29% (32 out of 108 respondents) of respondents from general public consultation oppose the proposal to apply a further 3% social care precept in 2018/19.

Reasons why respondents support a social care precept increase

5.7.23 The most frequently mentioned reasons for support of a 3% social care precept increase in 2018/19 was recognition that demand for adult social care is increasing and that we have an ageing population; followed by social care is underfunded and standards need to be improved; the raise is acceptable, citing it was fair, affordable and in line with inflation; and recognition that social care is becoming an urgent priority.

Reasons why respondents oppose a social care precept increase

5.7.23 The most frequently mentioned reasons why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19 was around affordability, with living costs going up and wages not increasing; there was also a particular reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but they were concerned that this increase would put a burden on low income families.

5.7.24 Other frequently mentioned reasons were that respondents felt Council Tax is already too high; that the council should make more efficiency savings and reduce waste, for example downsizing staff and having better regulation to reduce waste; that the Government should pay more and take more responsibility; and savings or cuts should be made from existing budgets not via the taxpayer.

Analysis of demographic sub-groups who are significantly more likely to support or oppose the proposal to apply a further 3% social care precept increase in 2018/19

5.7.25 The Citizens' Panel demographic sub-groups responses have also been analysed to identify which groups have a statistically significantly different response from the overall response. The sample size and the lack of completion of the demographic questions from the public consultation is too small to draw any significant conclusions in terms of demographics.

5.7.26 The analysis of the Citizens' Panel data found that some demographic sub-groups stand out in their responses:

- Respondents aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith or of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Respondents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

Proposals for closing the remaining budget gap of £6.7 million by 2020

5.7.27 Respondents were presented with the following three options for closing the remaining budget gap of £6.7million by 2020:

- The Council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19
- The Council should reduce the level of investment in infrastructure in 2018/19
- The Council should find further savings within the Theme Committees in 2019/20.

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

Level of support for each option to close the budget gap

5.7.29 Both the Citizens' Panel and respondents from the public consultation **gave two options equal support. These were to: 'raising general Council Tax by up to 1.99% in 2018/2019', and 'find further savings within the Theme Committees 2019/2020'**. Just over half of both samples supported these two options.

5.7.30 However, the Citizens' Panel were less likely to indicate they opposed raising Council Tax (29%) compared to the general public consultation (39%), and conversely the panel were more likely to say they 'neither support or oppose' (16%) compared to the general public (4%).

5.7.31 A further 3% of the Citizens' Panel and the public consultation respondents indicated they 'don't know or were not sure'

5.7.32 **Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'**. The panel was slightly more likely to oppose this option compared to respondents from the general public consultation:

- Only 23% of the panel supported this option, with the majority opposing it (61%).
- Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option and the remainder indicated they were neither support or oppose (13%) or indicated they 'Don't know /Not sure' (9%).

5.7.33 **Analysis of Citizens' Panel demographic sub-groups of who are more likely to support or oppose raising the general Council Tax by up to 1.99%.**

- Respondents who are owner occupier or of a Jewish faith are **more likely to support** the option of raising the general Council Tax by up to 1.99% in 2018/19.
- Respondents from the Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Respondents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.

Analysis of demographic sub-groups on who are more likely to support or oppose finding further savings within the Theme Committees in 2019/20.

- Respondents who are female or Asian ethnicity are **more likely to support** and **less likely to oppose** finding further savings within the Theme Committees in 2019/20.
- Respondents who are of Christian faith are **less likely to support** finding further savings within the Theme Committees.

- Respondents who are male, aged 35 - 44 or aged 45 - 54 are **less likely to support** and **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

Analysis of Citizens' Panel demographic sub-groups on who are more likely to support or oppose reducing the level of investment in infrastructure

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Respondents in Chipping Barnet constituency are **less likely to support** and **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

Ranking of options to close the budget gap to 2020

5.7.34 When asked to rank these options in order of preference, the Citizens' Panel's first preferred option was 'find further savings within Theme Committees in 2019/2020', and then their second preferred option was 'raise general Council Tax by up to 1.99% in 2018/2019 – although these were ranked very closely; this was followed by reducing the level of investment in infrastructure in 2018/19 to help meet the budget gap.

5.7.35 In summary Citizens' Panel preferred options are as follows:

- 1st preferred option: find further savings within the Theme Committees in 2019/20
- 2nd preferred option: raise general Council Tax by up to 1.99% in 2018/20
- 3rd preferred option: reduce the level of investment in infrastructure in 2018/19.

However, the general public respondents put 'raise general Council Tax by up to 1.99% in 2018/2019' as their first preferred option and their second preferred option as 'find further savings within the Theme Committees in 2019/20'. Like the Citizens' Panel their third preferred option was to 'reduce the level of investment in infrastructure in 2018/19'.

5.7.36 Analysis of Citizens' Panel demographic sub-groups who are more likely to rank these options in the order specified at 1.1.35:

The Citizens' Panel ranked find further savings within the Theme Committees in 2019/20 as their 1st preference:

- Respondents with a non-white ethnicity (Asian, black or other) are **more likely** to rank this option as their first choice.
- Respondents aged 65+ or white ethnicity **less likely** to rank this as their first option.

The Citizens' Panel ranked raise general Council Tax by up to 1.99% in 2018/19 as their 2nd preference:

- Respondents from a non- white ethnicity, Christian faith or are disabled **more likely** to rank this as their second choice.
- Respondents from a white ethnicity, Atheist faith or have no disability are **less likely** to rank this as their second choice.

The Citizens' Panel ranked reduce the level of investment in infrastructure in 2018/19 as their 3rd preference:

- Respondents aged 45 -54, owner occupiers or Jewish faith are **more likely** to rank this as their third choice.
- Respondents from the Hendon constituency or rent from a private landlord and **less likely** to rank this as their third choice.

Alternative options that the council has not considered to help generate income or make savings

5.7.37 Respondents were asked if they had any suggestions for alternative options that the Council had not considered to help generate income or make savings. 126 panel members and 52 respondents from the general public consultation wrote in alternative suggestions.

5.7.38 The most frequently mentioned suggestions were around bringing services back in house and reducing out sourcing; followed by reducing Council staff and capping Council staff salaries and allowances; generating income through increasing fines - for example through increased parking charges or fines on fly tipping, littering and applying a congestion toll; increasing housing tax for landlords or who own more than one property and have empty houses. Others mentioned cutting benefits and reducing income support.

Overall budget and savings for 2018/19

5.7.39 The Citizens' Panel were not asked questions on the overall budget and savings and/or income proposals within each Theme Committee for 2018/19.

5.7.40 The consultation findings outlined on the following pages are from the general public consultation only.

5.7.41 The general public consultation were asked if they had any comments to make on the overall budget, in particular on how the 2018/19 proposed savings have

been divided across the Theme Committees. Of those who responded to the whole general public consultation 39 out of 108 gave a response to this question.

5.7.42 The four most common themes were concerns about: out sourcing; the high savings to Children's Services; the high savings to Adults and Safeguarding; and the need for more information to be able make a comment – for example Theme committees are too broad to comment, or need employee's salary and pension figures.

Theme Committee Savings and/or Income Proposals 2018/19

5.7.43 The general public consultation were asked the following questions on the saving and/or income proposals within each Theme Committee for 2018/19:

- Overall, to what extent do you agree or disagree with the savings and/or income proposals within each Theme Committee's budget for 2018/19?
- Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within this committee for the 2018/19 budget?

Table 1 summarises the headline findings on the extent to which respondents agree or disagree with the savings proposed within each committee.

Table 1: Summary of headline findings on the extent to which public consultation respondents agree or disagree with the savings proposed within each Committee.

Theme Committee	Consultation Findings²
Policy and Resources	Opinion was mixed on the savings and/or income proposals within this committee, with no clear majority agreeing or disagreeing. 41% (23 out of 57 respondents) agree with the savings proposals. 30% (17 out of 57 respondents) disagree, and the remainder neither agree nor disagree 21% (12 out of 57) or don't know 9% (5 out of 57).
Adults and Safeguarding	More respondents agree rather than disagree with the savings and/or income generation proposals within the Adults and Safeguarding Committee. Just under half (47%, 20 out of 43 respondents) agree with the savings and/or income proposals within the Adults and Safeguarding Committee. 30% (13 out of 43 respondents) disagree, and the remainder neither agree nor disagree 19% (8 out of 43) or don't know 5% (2 out of 43).
Children, Education, Libraries and Safeguarding	Respondents are more likely to disagree with the proposed savings and/or income proposals within the Children,

² Where percentages do not add up to 100 this is due to rounding.

Theme Committee	Consultation Findings ²
	Education, Libraries and Safeguarding Committee rather than agree. 34% (19 out of 57 respondents) agree with these savings and/or income proposals. Half of respondents (49%, 28 out of 57 respondents) disagree. The remainder neither agree nor disagree 12% (7 out of 57) or don't know 5% (3 out of 57).
Environment	In Environment Committee, respondents are more likely to disagree with the savings and/or income proposals rather than agree. 29% (16 out of 55 respondents) agree with the savings and/or income proposals within the Environment Committee compared to 42% (23 out of 55 respondents) who disagree. The remainder neither agree nor disagree (24%, 13 out of 55) or don't know 5% (3 out of 55).
Assets, Regeneration and Growth	Opinion on Assets, Regeneration and Growth Committee savings and/or income proposals were slightly more mixed within this committee. Slightly more respondents agree with the proposed savings within this committee than disagree. 44% (17 out of 39 respondents) agree with this committee's savings and/or income proposals, whereas 33% (13 out of 39 respondents) disagree, and the remainder neither agree nor disagree (21%, 8 out of 39) or don't know 3% (1 out of 39).
Community Leadership	Again, opinion on Community Leadership Committee's budget proposals were mixed within this committee. Slightly more respondents agree with the budget being proposed within this committee than disagree. 38% (17 out of 45 respondents) agree with the budget within this committee, 27% (12 out of 45 respondents) disagree and 33% (15 out of 45 respondents) neither agree nor disagree or don't know (2%, 1 out of 45).
Housing	In the Housing Committee the same proportion agree as disagree with the budget being proposed in this committee. 33% (13 out of 40 respondents) agree with the budget in Housing Committee and 33% disagree (13 out of 40) respondents. The remainder neither agree nor disagree (28%, 11 out of 40 respondents) or don't know (8 %, 3 out of 40 respondents).

5.7.44 Detailed analysis on the open-ended questions for each committee is provided in Appendix H.

5.8 Insight

- 5.8.1 The Adults and Safeguarding and Children's, Education, Libraries and Safeguarding proposals have been developed using the Joint Strategic Needs Assessment (JSNA) which outlines the current and projected needs of the borough's population.
- 5.8.2 All the proposals have used evidence of best practice and guidance (such as NICE guidance), where available and relevant, to develop their initiatives.

6. BACKGROUND PAPERS

Committee	Item & Agenda	Link
Full Council 7 March 2017	Item 1 Business Planning 2017-20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4
Policy and Resources Committee 27 Jun 2017	Item 15 Business Planning 2017-20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8736&Ver=4
Policy and Resources Committee 5 December 2017	Item 10 Business Planning - Medium Term Financial Strategy and Draft Budget for 2018-19	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8739&Ver=4
Adults and Safeguarding Committee 6 November 2017	Item 7 Business Planning	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=9233&Ver=4
Assets, Regeneration and Growth Committee 27 November 2017	Item 7 Business Planning	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4
Assets, Regeneration and Growth Committee 27 November 2017	Item 13 Open Market Purchase of Affordable Housing	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4
Children's Education, Libraries and Safeguarding Committee 17 November 2017	Item 11 Business Planning 2018/19	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8694&Ver=4
Community Leadership Committee 22 November 2017	Item 13 Business Paper	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=694&MId=8724&Ver=4
Environment Committee 7 November 2017	Item 8 Business Planning 2018/19 - 2019/20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9221&Ver=4
Housing Committee 23 October 2017	Item 11 Housing Revenue Account (HRA) Business Plan	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9237&Ver=4
Environment Committee 11 September 2017	Item 8 Draft Tree Policy	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9220&Ver=4

REPORT CLEARANCE CHECKLIST

(Removed prior to publication and retained by Governance Service)

Report authors should engage with their Governance Champion early in the report writing process and record the date below. If the decision/report has been reviewed at an internal board please record the date and name of the meeting (e.g. SCB). Otherwise enter N/A. All reports must be cleared by the appropriate Director/AD, Legal, Finance and Governance as a minimum. **Legal, Finance and Governance require a minimum of 5 working days to provide report clearance. Clearance cannot be guaranteed for reports submitted outside of this time.**

AUTHOR TO COMPLETE TABLE BELOW:

Who	Clearance Date	Name
Committee Chairman	1 February 2018	Cllr R Cornelius
Governance Champion		
Director / AD / Lead Commissioner		Kevin Bartle
Enabling Board / Delivery Board		
Commissioning and Policy		
Equalities & Diversity		
HR Business Partner		
Strategic Procurement		
HB Public Law	2 February 2018	Jessica Farmer
Finance	4 February 2018	Paul Clarke
Governance	31 January 2018	Kirsten Lambert

Medium Term Financial Strategy	Revised MTF5		Indicative
	2018/19 £000	2019/20 £000	2020/21 £000
Base Expenditure Budget	277,197	285,651	282,216
Statutory/cost drivers			
Inflation (pay)	1,713	1,738	900
Inflation (non-pay)	4,482	3,871	4,000
Capital financing costs	0	500	1,000
Public Health	(454)	(454)	0
Pension Contributions	440	450	250
Statutory/cost drivers sub-total	6,181	6,106	6,150
Contingency - general risks	900	3,853	1,500
Transfer to General Fund Balances	4,390	(4,390)	0
North London Waste Authority (NLWA) levy	1,229	1,915	1,000
Service Pressures (incl Adult Soc Care)	4,986	3,594	5,000
Highway Maintenance		2,100	0
Family Services Duty and Assessment IBCF (added to the baseline)	600		6,800
Apprenticeship Levy costs to Schools	(400)		
Concessionary Fares/Other Levies	0	0	400
Service Expenses sub-total	11,705	7,071	14,700
Total expenditure	295,083	298,828	303,066
New Formula Grant Funding			
Business Rates	71,360	38,337	38,322
Business Rate Localisation	3,000	0	0
Business Rates - Top up*	0	19,411	18,644
Revenue Support Grant (RSG)*	0	6,182	6,200
*No top up and RSG due to BR pooling			
New Formula grant sub-total	74,360	63,930	63,166
Council Tax			
Council Tax Income (excluding ARG savings)	162,018	166,203	173,859
Social Care precept 2018-19 (3%)	4,916	4,916	0
General Council Tax 2018-19 (0%)	0	0	0
General Council Tax 2019-20 (2.99%)	0	5,136	0
General Council Tax 2020-21 (2.99%)			5,198
Collection Fund contribution (CT)	7,732	300	0
Private Finance Initiative (PFI) credit	2,235	2,235	2,235
New Homes Bonus (NHB)	9,375	9,730	0
Housing and Council Tax Benefit Administration Grant	1,801	1,621	0
Public Health	17,156	16,703	16,700
Adults Social Care Grant / IBCF	1,453	2,600	9,400
Other funding sub-total	206,686	209,444	207,392
Total Income from Grant and Council Tax	281,046	273,374	270,558
Budget Gap before savings & pressures	14,037	25,454	32,508
Service related savings	(8,989)	(12,174)	
Council Tax Base growth	(1,855)	(657)	
Mitigating factors	(443)	(4,438)	
Proposed Savings	(11,287)	(17,269)	0
Budget Gap after savings	2,750	8,185	32,508
Balances to/(from) reserves			
Specific reserves contribution 2017/18 NHB			
Specific reserves contribution 2018/19 NHB	4,995		
Specific reserves contribution 2019/20 NHB		7,730	
Specific reserves contribution 2017/18			
Specific reserves contribution 2018/19	(7,745)		
Specific reserves contribution 2019/20		(9,950)	
Reserves sub-total	(2,750)	(2,220)	0
Budget Gap after savings and use of reserves	0	5,965	32,508

This page is intentionally left blank

Appendix B
COUNCIL TAX RESOLUTION
Statutory Determination of Council Tax 2018-19 by London Borough of Barnet.

The Council is recommended, in accordance with the Local Government Finance Act 1992, to:

1) Note that the Chief Finance Officer, under their delegated powers in accordance with the financial regulations, has calculated **141,918** (band D equivalent) as the amount for the Council Tax Base for the year 2018/19 [item T in the formula in Section 31B (1) of the Local Government Finance Act 1992, as amended (the “Act”)]

2) Recommend to Council for approval, the following amounts, calculated for 2018/19 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

i) **£982,327,960** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act;

ii) **£813,539,206** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act;

iii) **£168,788,754** as the Council Tax Requirement in accordance with Section 31A (4) of the Act, being the amount by which the aggregate at 2i) above exceeds the aggregate at 2ii) above. (Item R in the formula section 31A (4) of the Act;

iv) **£1,189.34** as the basic amount of Council Tax for the year, being the Council Tax Requirement at 2iii) above (Item R), divided by the Council Tax Base set out at 1 above (Item T), in accordance with Section 31B (1) of the Act;

3) Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council’s basic amount of Council Tax for 2018/19 as set out in 2(iv) above is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2018/19.

4) Note that the table below sets out the amounts of Council Tax for 2018-19 calculated by multiplying the amounts at 2(iv) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to the dwellings listing in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken in account for the year in respect of categories of dwellings listed in different valuation bands.

Council Tax Band	Barnet
A	792.89
B	925.04
C	1,057.19
D	1,189.34
E	1,453.63
F	1,717.94
G	1,982.23
H	2,378.68

5) Note that for the year 2018-19, the Greater London Authority has issued precepts to the Council in respect of the functional bodies under its control, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings as shown below:

Council Tax Band	GLA
A	196.15
B	228.85
C	261.54
D	294.23
E	359.61
F	425.00
G	490.38
H	588.46

6) Agree that having calculated the aggregate in each case of the amounts at 4 with the amounts at 5 above, the Council, in accordance with Sections 30(2) and 36 of the Act, hereby sets the following amounts as the amounts of Council Tax for 2018-19 for each of the categories of dwellings as shown below.

Council Tax Band	Total CT
A	989.04
B	1,153.89
C	1,318.73
D	1,483.57
E	1,813.24
F	2,142.94
G	2,472.61
H	2,967.14

Appendix C1: Revenue Budget 2018/19

	2017/2018		2018/2019
	Original Estimate	Current Estimate	Original Estimate
Council Services	£	£	£
Adults & Communities	87,145,031	87,183,511	89,119,511
Assurance	3,847,673	4,060,073	4,049,073
Cambridge Education	6,524,813	6,714,813	6,459,813
Central Expenses	52,723,188	41,672,678	53,391,678
Children's Family Services	52,444,980	58,470,740	56,333,740
Commissioning	20,498,031	20,881,001	21,127,001
Customer Support Group	21,160,935	21,835,935	21,335,935
HB Law	2,011,397	2,036,397	2,036,397
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Parking & Infrastructure	5,935,749	6,061,555	6,061,555
Public Health	17,610,000	17,610,000	17,156,000
Regional Enterprise	(824,393)	325,607	(1,529,393)
Streetscene	12,881,092	13,694,622	12,244,622
Special Parking Account	(10,321,365)	(10,209,801)	(10,849,801)
Additional Income for Council Tax			1,855,000
Total Service Expenditure	277,196,880	277,196,880	285,650,880

REVENUE BUDGET 2018/19

BUDGET	2017/2018 Original	2017/2018 Current	2018/2019 Original
	£	£	£
Total Service Expenditure	277,196,880	277,196,880	285,650,880
Contribution to / (from) Specific Reserves	1,234,000	1,234,000	(2,750,126)
NET EXPENDITURE	278,430,880	278,430,880	282,900,754
Other Grants	(36,612,000)	(36,612,000)	(32,020,000)
BUDGET REQUIREMENT	241,818,880	241,818,880	250,880,754
Business Rates Retention	(36,484,000)	(36,484,000)	(74,360,000)
Business rates top-up	(18,362,000)	(18,362,000)	0
BUSINESS RATES INCOME	(54,846,000)	(54,846,000)	(74,360,000)
RSG	(23,413,000)	(23,413,000)	0
Collection Fund Adjustments	(3,000,000)	(3,000,000)	(7,732,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	160,559,880	160,559,880	168,788,754
Greater London Authority - Precept	38,936,501	38,936,501	41,756,533
COUNCIL TAX REQUIREMENT	199,496,381	199,496,381	210,545,287

Components of the Council Tax (Band D)	2017/2018	2018/19	Increase
	£	£	
Mayor's Office for Policing and Crime	206.13	218.13	5.82%
London Fire & Emergency Planning Authority	47.04	50.22	6.76%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances	26.85	25.88	(3.61%)
Greater London Authority	280.02	294.23	5.07%
London Borough of Barnet	1,154.70	1,189.34	3.00%

REVENUE BUDGET 2018/19

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2017/18	2018/19	Tax Yield
	£	£	£
[Up to £40,000] Band A	956.48	989.04	2,197,805
[Over £40,000 & up to £52,000] Band B	1,115.89	1,153.89	6,691,062
[Over £52,000 & up to £68,000] Band C	1,275.31	1,318.73	27,136,351
[Over £68,000 & up to £88,000] Band D	1,434.72	1,483.57	43,240,091
[Over £88,000 & up to £120,000] Band E	1,753.55	1,813.24	47,172,925
[Over £120,000 & up to £160,000] Band F	2,072.37	2,142.94	36,715,184
[Over £160,000 & up to £320,000] Band G	2,391.20	2,472.61	35,999,446
[Over £320,000] Band H	2,869.44	2,967.14	11,392,423
			210,545,287

COUNCIL TAXBASE

Council Taxbase	2017/18	2018/19	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	169,714	172,575	256,027,092
Exemptions	(2,513)	(2,641)	(3,918,108)
Disabled reductions	(111)	(112)	(166,160)
Discounts (10%, 25% & 50%)	(28,258)	(28,272)	(41,943,491)
Adjustments	2,319	2,517	3,734,146
Aggregate Relevant Amounts	141,151	144,067	213,733,479
Non-Collection (1.5% both years)	(2,118)	(2,163)	(3,208,962)
Contributions in lieu from MoD	16	14	20,770
	139,049	141,918	210,545,287

Budget Summary and Forward Plan

Adults & Communities	2018/19 £	2019/20 £
Base Budget Virements	87,145,031 38,480	89,119,511
	87,183,511	89,119,511
<p><u>Efficiencies</u></p> <p>Notting Hill Housing Trust (NHHT) and LB Barnet entered into a Surplus and Deficit (SDA) agreement dated 31/03/03 where it was agreed LBB would pay NHHT an annual revenue subsidy of £294k, in relation to building of care resource centres. The agreement expires on 31.3.2018, therefore, £294k contributes to the 3rd party efficiency savings line. The operation of the centres is not affected.</p> <p>The Surplus and Deficit (SDA) agreement dated 31/03/03 was drafted in acknowledgement that the cost of developing the new homes and resources centres to be made available to LB Barnet would not be fully covered by the profits resulting in a forecasted deficit. On resolution it was agreed that LB Barnet would make up the shortfall by way of revenue subsidy. The subsidy would be paid to NHHT in equal incremental payments, calculated based on the total shortfall divide by the number of years remaining of the 15 year contractual agreement which, at the time, stood at 9 years to commence in 2010 and complete in 2018.</p> <p>The saving in 2019/20 is anticipated from improved processes and productivity from the implementation of a new IT case management system</p>	(294,000)	(213,000)

Adults & Communities	2018/19 £	2019/20 £
<p>Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better outcomes. Savings in the first two years of the transformation programme have been delivered and in the final two years will continue with new services and helping individuals progress towards independence as well as more efficient use of buildings and some reductions in the unit price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>	(343,000)	(596,000)
	(637,000)	(809,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0

Adults & Communities	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements. This will be applied through our strengths based approach to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.</p> <p>An intensive evidence-based model of support for carers of people with dementia, in order to increase carer sustainability, delay entry to residential care and manage adult social care demand. The saving is modelled on 10 couples per year, and delaying admission to residential care by 22 months. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.</p> <p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 53 people.</p>	<p>(100,000)</p> <p>(160,000)</p> <p>(465,000)</p>	<p>(100,000)</p>

Adults & Communities	2018/19 £	2019/20 £
<p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p>	(150,000)	(100,000)
<p>Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council has procured a partner to co-develop and implement this approach, which was implemented in April 2017.</p>	(500,000)	(500,000)
<p>Increasing choice for older adults and for younger adults with disabilities - investment in an increased advice and support service promoting adaptations and making homes more suitable. Savings achievement will depend on effective targeting at suitable service users and through the use of the DFG grant, savings based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the national Living Wage.</p>	(50,000)	

Adults & Communities	2018/19 £	2019/20 £
<p>Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option e.g. residential to supported living, step up accommodation setting where there is a risk of carer breakdown, identify appropriate day opportunities for those in residential care, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals.</p>	(350,000)	(425,000)
<p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p>	(250,000)	(375,000)
<p>Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.</p>		(400,000)
	(2,195,000)	(2,070,000)

Adults & Communities	2018/19 £	2019/20 £
<p><u>Income</u></p> <p>The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. This is income allocated to Adult Social Care to help provide integrated health and care services. As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 1.9% or 148k in 18/19 .</p> <p>The 'Improved' Better Care Fund will continue to 19/20. In recent years, the council has seen a steady increase in referrals from acute hospitals. NHS referrals now account for 76% of all enablement use and over half of all adult social care referrals now come from the NHS. This income in the form of use of monies from the Better Care Fund. This avoids some reductions to adult social care that would be detrimental to the NHS.</p>	(148,000)	(647,000)
	(148,000)	(2,038,000)
<p><u>Pressures</u></p> <p>Social Care Precept</p>	4,916,000	
	4,916,000	0
Budget	89,119,511	84,202,511

Adults and Communities

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Care Quality	3,675,231	3,131,053	3,131,053
Customer Care	253,637	215,502	215,502
Integrated care - LD & MH	35,971,934	39,478,676	37,966,506
Integrated care - OP & DP	41,945,537	39,488,031	42,936,201
Safeguarding	682,218	656,229	656,229
Social Care Management	741,233	695,749	695,749
Adults Social Care	83,269,790	83,665,240	85,601,240
Community Well-being	540,998	604,399	604,399
Customer Finance	839,611	851,456	851,456
Performance & Improvement	1,411,271	1,457,265	1,457,265
Prevention & Well Being	565,217	489,989	489,989
Community Well-being	3,357,097	3,403,109	3,403,109
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Adults and Communities	87,145,031	87,183,511	89,119,511

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	13,236,177	13,861,301	13,861,301
Supplies/Services	5,950,424	6,393,332	6,243,332
Third Party Payments	95,070,074	83,272,861	85,509,511
Transport Related	1,144,591	215,143	215,143
Secondary Recharges	37,813	1,037,298	1,037,298
Premises Related	54,943	54,552	54,552
Transfer Payments	515,196	17,271,428	17,268,778
Expenditure	116,009,218	122,105,915	124,189,915
Other Grants, Reimbursements & Contributions	(15,265,358)	(20,199,198)	(20,347,198)
Customer & Client Receipts	(11,940,355)	(13,113,337)	(13,113,337)
Government Grants	(1,658,474)	(1,609,869)	(1,609,869)
Income	(28,864,187)	(34,922,404)	(35,070,404)
Adults and Communities	87,145,031	87,183,511	89,119,511

Budget Summary and Forward Plan

Assurance	2018/19 £	2019/20 £
Base Budget	3,847,673	4,049,073
Virements	212,400	
	4,060,073	4,049,073
<u>Efficiencies</u>		
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p>	(11,000)	(11,000)
		(282,000)
	(11,000)	(293,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0

Assurance	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	4,049,073	3,756,073

Assurance

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Assurance Management	579,358	560,233	583,058
Assurance Management	579,358	560,233	583,058
Elections	357,505	549,345	549,345
Elections	357,505	549,345	549,345
Governance	2,158,330	2,167,700	2,167,700
Governance	2,158,330	2,167,700	2,167,700
Internal Audit & CAFT	752,480	782,795	748,970
Internal Audit & CAFT	752,480	782,795	748,970
Assurance	3,847,673	4,060,073	4,049,073

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	3,503,323	3,525,723	3,525,723
Supplies/Services	450,660	640,660	629,660
Transport Related	28,040	28,040	28,040
Secondary Recharges	100,907	100,907	100,907
Premises Related	1,520	1,520	1,520
Expenditure	4,084,450	4,296,850	4,285,850
Other Grants, Reimbursements & Contributions	(177,247)	(177,247)	(177,247)
Customer & Client Receipts	(59,530)	(59,530)	(59,530)
Income	(236,777)	(236,777)	(236,777)
Assurance	3,847,673	4,060,073	4,049,073

Budget Summary and Forward Plan

Cambridge Education	2018/19 £	2019/20 £
Base Budget	6,524,813	6,459,813
Virements	190,000	
	6,714,813	6,459,813
<u>Efficiencies</u>		
	0	0
<u>Shared Service Models</u>		
Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(255,000)	(350,000)
	(255,000)	(350,000)
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
Explore options for meeting the cost of transport for young people, post-16, with Special Educational Needs and Disabilities.		(250,000)
	0	(250,000)
Budget	6,459,813	5,859,813

Cambridge Education

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Education & Skills Management	6,524,813	6,714,813	6,459,813
Education Management Team	6,524,813	6,714,813	6,459,813
Children's Education & Skills	6,524,813	6,714,813	6,459,813

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	41,870	41,870	41,870
Supplies/Services	(396,740)	(396,740)	(396,740)
Secondary Recharges	6,879,683	7,069,683	6,814,683
Expenditure	6,524,813	6,714,813	6,459,813
Children's Education & Skills	6,524,813	6,714,813	6,459,813

Budget Summary and Forward Plan

Central Expenses	2018/19 £	2019/20 £
Base Budget	52,723,188	53,391,678
Virements	(10,726,510)	
	41,996,678	53,391,678
<u>Efficiencies</u>		
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p> <p>Decrease in Concessionary Fares</p>	(500,000)	(1,000,000)
	(300,000)	
	(800,000)	(1,000,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0

Central Expenses		2018/19	2019/20
		£	£
<u>Reducing Demand, Promoting Independence</u>			
		0	0
<u>Income</u>			
		0	0
<u>Pressures</u>			
General Provision for Inflation		6,195,000	
Pension contributions		440,000	
Contingency		5,490,000	
Service Pressures		70,000	
		12,195,000	0
Budget		53,391,678	52,391,678

Central Expenses

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	16,779,670	16,779,670	16,279,670
Car Leasing	2,210	0	2,210
Central Contingency	12,402,547	1,352,037	14,471,037
Corporate Fees & Charges	233,940	233,940	233,940
Corporate Subscriptions	194,220	194,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	18,688,250	18,688,250	17,788,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses	52,723,188	41,672,678	53,391,678
Central Expenses	52,723,188	41,672,678	53,391,678

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	2,871,491	2,871,491	2,871,491
Supplies/Services	740,420	718,660	722,290
Third Party Payments	19,656,470	19,656,470	18,756,470
Transport Related	2,210	0	2,210
Secondary Recharges	(191,230)	(191,230)	(191,230)
Premises Related	740,400	740,400	740,400
Transfer Payments	1,180	0	1,180
Capital Financing	30,447,457	19,396,947	32,015,947
Expenditure	54,268,398	43,192,738	54,918,758
Other Grants, Reimbursements & Contributions	(18,130)	0	0
Customer & Client Receipts	176,040	183,060	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Income	(1,545,210)	(1,520,060)	(1,527,080)
Central Expenses	52,723,188	41,672,678	53,391,678

Central Expenses (Levies)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	378,350	378,350	378,350
London Pension Funds	607,000	607,000	607,000
Traffic Control Signals Unit	469,400	469,400	469,400
Concessionary Fares	16,095,280	16,092,280	15,392,280
	17,870,760	17,867,760	17,167,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	287,000	287,000
	284,000	287,000	287,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	533,490	533,490	333,490
	533,490	533,490	333,490
Total Levies	18,688,250	18,688,250	17,788,250

Budget Summary and Forward Plan

Children's Family Services	2018/19 £	2019/20 £
Base Budget	52,444,980	56,333,740
Virements	6,025,760	
	58,470,740	56,333,740
<u>Efficiencies</u>		
Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. These savings would be achieved by improving contract management and negotiating better rates across a range of services.	(365,000)	(334,000)
	(365,000)	(334,000)
<u>Shared Service Models</u>		
The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. We will consider structural changes that can support this endeavour and seek to ensure that all staff are permanent in Barnet removing the contingency funding established for agency staffing.		(800,000)
Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.	(150,000)	
	(150,000)	(800,000)
<u>Service Reductions</u>		
	0	0

Children's Family Services		2018/19	2019/20
		£	£
<u>Service Redesign</u>			
Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.		(375,000)	(375,000)
Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres. A review is being undertaken and papers will go to CELS in January 2018.		(430,000)	(527,000)
Implementing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology.		(53,000)	(12,000)
Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. An Outline Business Case is going to CELS in January '18.		(514,000)	
		(1,372,000)	(914,000)
<u>Reducing Demand, Promoting Independence</u>			
		0	0
<u>Income</u>			
Savings through appropriate allocation of education costs for joint placements for children under the age of 18.		(250,000)	(250,000)
		(250,000)	(250,000)
<u>Pressures</u>			
		0	0
Budget		56,333,740	54,035,740

Children's Family Services

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSC 0-25	7,092,757	8,146,787	8,146,787
Intake and Assessment	3,799,305	4,685,185	4,558,185
Intervention and Planning	3,368,435	3,452,355	3,452,355
Permanence Trns & CorParenting	3,419,202	3,509,967	3,509,967
Placements	16,768,445	17,685,120	17,285,120
Safeguarding & Quality	2,125,920	2,518,329	2,518,329
Social Care Management	1,745,458	1,596,878	1,596,878
Children Social Care	38,319,522	41,594,621	41,067,621
Commissioning & Business Imp.	3,520,054	3,306,552	3,306,552
Early Years	4,240,324	4,278,174	3,473,174
Libraries & Comm.Engagemnt	4,142,175	4,663,735	4,610,735
Youth & Family Support	1,871,964	1,883,564	1,369,564
Early Intervention & Prevention	13,774,517	14,132,025	12,760,025
Family Services Management	350,941	2,744,094	2,506,094
Family Services Management	350,941	2,744,094	2,506,094
Children's Family Services	52,444,980	58,470,740	56,333,740

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(248,900)	247,100	247,100
Employee Related	26,988,191	27,614,566	26,897,566
Premises Related	1,175,119	955,579	955,579
Secondary Recharges	67,220	67,220	67,220
Supplies/Services	4,417,341	6,478,736	6,113,736
Third Party Payments	17,581,152	20,368,532	19,563,532
Transfer Payments	6,078,290	6,062,890	6,062,890
Transport Related	480,269	466,009	466,009
Expenditure	56,538,682	62,260,632	60,373,632
Other Grants, Reimbursements & Contributions	(2,133,356)	(2,133,356)	(2,383,356)
Customer & Client Receipts	(1,448,686)	(1,144,876)	(1,144,876)
Government Grants	(511,660)	(511,660)	(511,660)
Income	(4,093,702)	(3,789,892)	(4,039,892)
Children's Family Services	52,444,980	58,470,740	56,333,740

Children's Services DSG

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Education DSG	(15,998,857)	(17,779,559)	(18,118,326)
Schools Funding	210,503	958,021	1,012,131
Education (DSG)	(15,788,354)	(16,821,538)	(17,106,195)
Childrens Social Care DSG	403,150	403,150	403,150
Early Interven & Preven DSG	15,385,204	16,418,388	16,703,045
Family Services DSG	15,788,354	16,821,538	17,106,195
Children's Service DSG	0	0	0

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(213,439,330)	(3,189,751)	0
Employee Related	3,876,170	3,876,170	3,564,550
Premises Related	2,630	2,630	2,630
Secondary Recharges	0	0	582
Supplies/Services	741,880	741,880	1,513,850
Third Party Payments	33,356,596	36,741,739	39,406,066
Transfer Payments	180,129,847	176,227,175	177,396,081
Transport Related	455,207	455,207	445,140
Expenditure	5,123,000	214,855,050	222,328,899
Customer & Client Receipts	(123,000)	(123,000)	(120,000)
Government Grants	(5,000,000)	(214,732,050)	(222,208,899)
Income	(5,123,000)	(214,855,050)	(222,328,899)
Children's Service DSG	0	0	0

Budget Summary and Forward Plan

Commissioning	2018/19 £	2019/20 £
Base Budget	20,498,031	21,127,001
Virements	358,970	
	20,857,001	21,127,001
<u>Efficiencies</u>		
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p> <p>The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p>	(34,000)	(33,000)
		(397,000)
	(500,000)	
	(534,000)	(430,000)
<u>Service Reductions</u>		
	0	0

Commissioning	2018/19 £	2019/20 £
<p><u>Service Redesign</u></p> <p>Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off</p> <p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our green space and who maintains our green spaces. This could be as whole green spaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p>		<p>(243,000)</p> <p>(150,000)</p>
	0	(393,000)
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Levy payments to the North London Waste Authority: The Council pays a price per tonne specifically for the type and volume of waste that it estimates that it will deliver in the year to North London Waste Authority for treatment or disposal. If less waste is delivered than projected a saving is made on the following year's levy. Future waste savings are reliant on: demand management projects, changes to collection services and the success of communication campaigns, to enable realistic lower waste tonnage projections to be made for the future, and the quantity of waste that is actually collected to be lower.</p>	(100,000)	(300,000)
	(100,000)	(300,000)

Commissioning	2018/19 £	2019/20 £
<u>Shared Service Model</u>		
	0	0
<p data-bbox="197 373 470 405"><u>Growth & Income</u></p> <p data-bbox="389 413 1514 485">Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.</p> <p data-bbox="389 493 1585 564">Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.</p> <p data-bbox="389 588 1585 788">Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.</p> <p data-bbox="389 796 1547 900">The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.</p> <p data-bbox="389 995 1509 1027">Explore options for meeting the cost of statutory school improvement functions</p> <p data-bbox="389 1067 1095 1099">Increasing Council Tax Support payments to 30%</p>	<p data-bbox="1644 429 2002 469" style="text-align: right;">(200,000)</p> <p data-bbox="1644 525 2002 564" style="text-align: right;">(100,000)</p> <p data-bbox="1644 676 1771 708" style="text-align: right;">(25,000)</p> <p data-bbox="1644 876 1778 908" style="text-align: right;">(200,000)</p> <p data-bbox="1644 1011 1778 1043" style="text-align: right;">(100,000)</p>	<p data-bbox="1856 429 2002 469" style="text-align: right;">(200,000)</p> <p data-bbox="1856 525 2002 564" style="text-align: right;">(100,000)</p> <p data-bbox="1845 1091 2013 1123" style="text-align: right;">(1,400,000)</p>

Commissioning	2018/19 £	2019/20 £
<p>Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. These could be either new 3G artificial grass pitches (AGPs) on sites that are currently not laid out as grass pitches, or the conversion of existing grass pitches to AGP's. Current feasibility work on the creation of sports hubs as required by the adopted Parks and Open Spaces and Playing Pitch Strategies will determine the locations for the new AGP's, which will be compliant with the Playing Pitch Strategy and agreed with the Playing Pitch Strategy Steering Group which comprises, in addition to LBB, representatives of Sport England, England Hockey, England and Wales Cricket Board, Football Association, Lawn Tennis Association and Rugby Football Union. The council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner. The grass pitches that the Council provides for the playing of team sports are currently subject to charges for their use. Charging will continue for the new facilities.</p>		(100,000)
	(325,000)	(1,800,000)
<u>Pressures</u>		
Increase in North London Waste Authority Levy	1,229,000	
	1,229,000	0
Budget	21,127,001	18,204,001

Commissioning

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Commercial	840,610	868,219	855,423
Commercial & Customer	840,610	868,219	855,423
Finance	929,909	1,046,159	512,159
Information Management	878,453	988,133	988,133
Programme & Resources	819,535	877,946	890,742
Deputy Chief Operating Officer	2,627,897	2,912,238	2,391,034
Adults and Health	1,271,444	1,286,294	1,286,294
Children & Young people	255,971	330,925	30,925
Environment	13,429,748	13,516,000	14,620,000
Growth & Development	217,604	223,704	223,704
Strategic Commissioning	15,174,767	15,356,923	16,160,923
Strategic Commissioning Board	560,430	567,270	567,270
Strategic Commissioning Board	560,430	567,270	567,270
Commissioning Strategy	655,440	506,034	506,034
Communications	638,887	670,317	646,317
Strategy & Communications	1,294,327	1,176,351	1,152,351
Commissioning	20,498,031	20,881,001	21,127,001

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(57,514)	(43,751)	(58,751)
Employee Related	9,606,109	8,942,729	8,803,729
Premises Related	73,045	36,255	36,255
Secondary Recharges	(2,220,261)	(1,319,771)	(1,819,771)
Supplies/Services	13,224,693	14,461,845	16,043,485
Third Party Payments	2,505,318	1,145,508	1,145,508
Transfer Payments	258,000,000	272,509,939	272,509,939
Transport Related	16,260	13,630	13,630
Expenditure	281,147,650	295,746,384	296,674,024
Customer & Client Receipts	(1,045,613)	(1,739,235)	(2,159,375)
Government Grants	(256,099,206)	(270,074,252)	(270,074,252)
Other Grants, Reimbursements & Contributions	(3,504,800)	(3,051,896)	(3,313,396)
Income	(260,649,619)	(274,865,383)	(275,547,023)
Commissioning	20,498,031	20,881,001	21,127,001

Budget Summary and Forward Plan

Customer Support Group	2018/19 £	2019/20 £
Base Budget	21,160,935	21,335,935
Virements	675,000	
	21,835,935	21,335,935
<p><u>Efficiencies</u></p> <p>Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.</p> <p>The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p>	(500,000)	(1,500,000)
	(500,000)	(2,500,000)

Customer Support Group	2018/19 £	2019/20 £
<u>Service Reductions</u>	0	0
<u>Service Redesign</u>	0	0
<u>Reducing Demand, Promoting Independence</u>	0	0
<u>Income</u> Income to be generated through surplus space available in libraries.	0	(151,000)
<u>Pressures</u>	0	0
Budget	21,335,935	18,684,935

Customer Support Group

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSG Managed Budget	867,611	1,329,071	867,611
CSG Management Fee	20,293,324	20,506,864	20,468,324
Customer Support Group	21,160,935	21,835,935	21,335,935
Customer Support Group	21,160,935	21,835,935	21,335,935

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Premises Related	4,505,360	4,505,360	4,005,360
Secondary Recharges	(1,188,890)	(1,188,890)	(1,188,890)
Supplies/Services	28,681,654	29,395,194	29,356,654
Expenditure	31,998,124	32,711,664	32,173,124
Customer & Client Receipts	(9,543,169)	(9,581,709)	(9,543,169)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(871,190)	(871,190)
Income	(10,837,189)	(10,875,729)	(10,837,189)
Customer Support Group	21,160,935	21,835,935	21,335,935

Budget Summary and Forward Plan

HB LAW	2018/19 £	2019/20 £
Base Budget	2,011,397	2,036,397
Virements	25,000	
	2,036,397	2,036,397
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	2,036,397	2,036,397

HB LAW

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
HB Law	2,011,397	2,036,397	2,036,397
HB Law	2,011,397	2,036,397	2,036,397
HB LAW	2,011,397	2,036,397	2,036,397

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Supplies/Services	2,791,229	2,816,229	2,816,229
Expenditure	2,791,229	2,816,229	2,816,229
Customer & Client Receipts	(779,832)	(779,832)	(779,832)
Income	(779,832)	(779,832)	(779,832)
HB LAW	2,011,397	2,036,397	2,036,397

Budget Summary and Forward Plan

Housing Needs Resources	2018/19 £	2019/20 £
Base Budget	5,559,749	6,859,749
Virements	1,300,000	
	6,859,749	6,859,749
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	6,859,749	6,859,749

Housing Needs Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Housing Needs Resources	5,559,749	6,859,749	6,859,749

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	84,670	84,670	84,670
Secondary Recharges	140	140	140
Supplies/Services	3,485,097	4,785,097	4,785,097
Third Party Payments	18,219,900	25,659,072	25,659,072
Expenditure	21,789,807	30,528,979	30,528,979
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
Customer & Client Receipts	(15,741,808)	(23,180,980)	(23,180,980)
Income	(16,230,058)	(23,669,230)	(23,669,230)
Housing Needs Resources	5,559,749	6,859,749	6,859,749

Budget Summary and Forward Plan

Parking and Infrastructure	2018/19 £	2019/20 £
Base Budget	5,935,749	6,061,555
Virements	125,806	
	6,061,555	6,061,555
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	6,061,555	6,061,555

Parking & Infrastructure

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Highway Inspection/Maintenance	255,397	260,447	260,447
Parking	(537,750)	(537,750)	(537,750)
Parking & Infrastructure	(282,353)	(277,303)	(277,303)
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Street Lighting	6,218,102	6,338,858	6,338,858
Street Lighting	6,218,102	6,338,858	6,338,858
Parking & Infrastructure	5,935,749	6,061,555	6,061,555

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	10,321,365	10,209,801	10,849,801
Employee Related	1,730,169	1,802,585	1,802,585
Premises Related	192,260	192,260	192,260
Secondary Recharges	(203,667)	(128,667)	(128,667)
Supplies/Services	12,191,020	12,282,974	11,982,974
Transport Related	62,790	60,790	60,790
Expenditure	24,293,937	24,419,743	24,759,743
Customer & Client Receipts	(18,358,188)	(18,358,188)	(18,698,188)
Income	(18,358,188)	(18,358,188)	(18,698,188)
Parking & Infrastructure	5,935,749	6,061,555	6,061,555

Budget Summary and Forward Plan

Public Health	2018/19 £	2019/20 £
Base Budget Virements	17,610,000	17,156,000
	17,610,000	17,156,000
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
Reduction in PH Grant	(454,000)	
	(454,000)	0
Budget	17,156,000	17,156,000

Public Health

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Third Party Payments	17,610,000	17,610,000	17,156,000
Expenditure	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

Budget Summary and Forward Plan

Regional Enterprise	2018/19 £	2019/20 £
Base Budget	(824,393)	(1,529,393)
Virements	1,150,000	
	325,607	(1,529,393)
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFs. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	(1,855,000)	(657,000)
	(1,855,000)	(657,000)
<u>Pressures</u>		
	0	0
Budget	(1,529,393)	(2,186,393)

Regional Enterprise

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Guaranteed Income	(14,661,463)	(16,249,463)	(16,249,463)
Re Managed Budgets	(901,498)	(63,498)	(63,498)
RE Projects	0	0	0
Re Managed Budgets	(15,562,961)	(16,312,961)	(16,312,961)
Management Fee	14,738,568	16,638,568	16,638,568
Re Management Fee	14,738,568	16,638,568	16,638,568
Regional Enterprise	(824,393)	325,607	325,607
Additional Income from Council Tax			(1,855,000)
Regional Enterprise Total			(1,529,393)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(150,000)	(150,000)	(150,000)
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	(2,336,960)	(1,583,460)	(1,583,460)
Supplies/Services	21,148,068	23,044,568	23,044,568
Expenditure	18,667,828	21,317,828	21,317,828
Customer & Client Receipts	(14,749,463)	(16,249,463)	(16,249,463)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(3,457,433)	(3,457,433)	(3,457,433)
Income	(19,492,221)	(20,992,221)	(20,992,221)
Regional Enterprise	(824,393)	325,607	325,607
Additional Income from Council Tax			(1,855,000)
Regional Enterprise Total			(1,529,393)

Budget Summary and Forward Plan

Streetscene	2018/19 £	2019/20 £
Base Budget	12,881,092	12,244,622
Virements	513,530	
	13,394,622	12,244,622
<u>Efficiencies</u>		
Formerly the restructure of the Street Scene business model. Through the ADM process, officers are looking to streamline potential processes, invest in mobile IT, improve service productivity, and restructure the service to deliver the required savings.	(450,000)	
New Service Offer: Anticipated to be achieved via staffing efficiencies and an asset management review of the fleet.	(150,000)	(150,000)
[Note: The previous 2017/18 saving of £600k has been re-profiled as £300k in 2017/18 and £300k in 2018/19].		
	(600,000)	(150,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our green space and who maintains our green spaces. This could be as whole green spaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.	(50,000)	
	(50,000)	0

Streetscene	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste (enforced by fixed penalty notices); increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.</p>		(900,000)
	(100,000)	(100,000)
	(100,000)	(1,000,000)

Streetscene	2018/19 £	2019/20 £
<p data-bbox="197 204 315 236"><u>Income</u></p> <p data-bbox="389 244 1581 592">Income generation from Non-Statutory Waste Services and Green Waste: Income generation target across a range of chargeable services for commercial waste, including - but not limited to - additional collections and the identification of new services where charging the user more (in order to offset the impact of wider budget reductions) is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.</p> <p data-bbox="389 635 1581 703">Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.</p>	<p data-bbox="1637 419 1776 451">(300,000)</p> <p data-bbox="1637 675 1776 707">(100,000)</p> <p data-bbox="1637 754 1776 786">(400,000)</p> <p data-bbox="1697 930 1715 962">0</p> <p data-bbox="1626 1010 1787 1042">12,244,622</p>	<p data-bbox="1861 419 2000 451">(300,000)</p> <p data-bbox="1861 754 2000 786">(300,000)</p> <p data-bbox="1921 930 1939 962">0</p> <p data-bbox="1850 1010 2011 1042">10,794,622</p>
<u>Growth</u>		
Budget		

Streetscene

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Business Improvement	326,755	696,202	696,202
Business Improvement	326,755	696,202	696,202
Transport	(44,940)	280,940	280,940
Contract Management	(44,940)	280,940	280,940
Green Spaces	3,955,500	4,135,880	3,885,880
Green Spaces	3,955,500	4,135,880	3,885,880
Street Cleansing	2,835,437	3,354,807	2,904,807
Parks, Street Cleaning & Ground	2,835,437	3,354,807	2,904,807
Street Scene Management	542,243	293,833	293,833
Street Scene Management	542,243	293,833	293,833
Recycling	364,237	0	0
Trade Waste	(1,959,585)	(1,957,595)	(2,257,595)
Waste	6,861,445	6,890,555	6,440,555
Waste & Recycling	5,266,097	4,932,960	4,182,960
Streetscene	12,881,092	13,694,622	12,244,622

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	11,693,850	15,903,035	15,453,035
Premises Related	1,349,320	1,272,340	1,272,340
Secondary Recharges	(7,041,693)	(1,910,328)	(1,910,328)
Supplies/Services	2,113,847	2,765,391	2,315,391
Transport Related	9,482,438	3,207,038	3,207,038
Expenditure	17,597,762	21,237,476	20,337,476
Customer & Client Receipts	(4,716,670)	(7,502,226)	(8,052,226)
Government Grants	0	(40,628)	(40,628)
Income	(4,716,670)	(7,542,854)	(8,092,854)
Streetscene	12,881,092	13,694,622	12,244,622

Budget Summary and Forward Plan

Special Parking Account	2018/19 £	2019/20 £
Base Budget	(10,321,365)	(10,849,801)
Virements	111,564	
	(10,209,801)	(10,849,801)
<u>Efficiencies</u>		
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows further cost savings to be identified through making contract management savings using varied specifications, or through investing in modern IT systems.	(200,000)	
	(200,000)	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
Currently a proportion of the Borough is covered by a CPZ - additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to take a coordinated approach to the process to save on cost (e.g. add 10 roads at a time instead of 1) and, except in exceptional circumstances, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	(100,000)	(150,000)
	(100,000)	(150,000)

Special Parking Account	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
<p>Cost recovery from a full review of fees and charges across all Environmental Committee business areas; including Parking products and Highways services. This will include making sure that all fees are collected.</p>	(240,000)	(130,000)
<p>Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres.</p>	(100,000)	(200,000)
	(340,000)	(330,000)
<u>Pressures</u>		
	0	0
Budget	(10,849,801)	(11,329,801)

Special Parking Account

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Income			
Penalty Charge Notices - Including MTC	(11,915,010)	(11,915,010)	(11,915,010)
Permits	(1,820,000)	(1,820,000)	(2,160,000)
Pay & Display	(3,180,000)	(3,180,000)	(3,180,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
Total Income	(17,285,010)	(17,285,010)	(17,625,010)
Operating Expenditure	6,963,645	7,075,209	6,775,209
Net Operating Surplus	(10,321,365)	(10,209,801)	(10,849,801)
Net Expenditure in Year	(10,321,365)	(10,209,801)	(10,849,801)
Appropriation to General Fund	10,321,365	10,209,801	10,849,801
Balance Carried Forward	0	0	0

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, part of the surplus arising from the SPA is used to substitute for existing relevant works.

The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT	2017/18 Revised Budget	2018/19 Original Budget
	£'000	£'000
Income		
Dwelling rents	(52,804,715)	(49,784,776)
Non-dwelling rents	(1,713,886)	(1,641,193)
Tenants Charges for services and facilities	(4,044,450)	(4,242,304)
Leaseholder Charges for services and facilities	(3,094,000)	(3,211,572)
Total Income	(61,657,051)	(58,879,845)
Expenditure		
Repairs and Maintenance	7,485,519	7,445,852
Supervision & Management		
General	15,190,777	15,250,218
Special	6,329,269	5,878,179
Rent, Rates, Taxes and other charges	129,484	144,484
Depreciation and impairment of fixed assets	21,971,000	23,219,151
Debt Management Expenses	7,413,627	7,540,376
Increase in bad debt provision	1,100,000	250,000
Total Expenditure	59,619,676	59,728,260
Net Cost of HRA Services	(2,037,375)	848,415
Interest and investment income	(147,200)	(94,744)
(Surplus) or Deficit	(2,184,575)	753,671

This page is intentionally left blank

Appendix C2: Revenue Budget 2018/19

	2017/2018		2018/2019
	Original Estimate	Current Estimate	Original Estimate
Council Theme Committee	£	£	£
Adults & Safeguarding	88,416,475	88,469,805	90,405,805
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(8,263,972)
Children's, Libraries, Education and Safeguarding	59,225,334	65,636,569	62,944,569
Community Leadership	2,281,370	2,272,810	2,248,810
Environment	36,554,894	39,402,420	39,056,420
Housing	5,282,069	6,553,660	6,553,660
Policy and Resources	83,796,495	73,408,929	84,544,389
Public Health	17,610,000	17,610,000	17,156,000
Special Parking Account	(10,321,365)	(10,209,801)	(10,849,801)
Additional Income for Council Tax			1,855,000
Total Service Expenditure	277,196,880	277,196,880	285,650,880

REVENUE BUDGET 2018/19

BUDGET	2017/2018 Original	2017/2018 Current	2018/2019 Original
	£	£	£
Total Service Expenditure	277,196,880	277,196,880	285,650,880
Contribution to / (from) Specific Reserves	1,234,000	1,234,000	(2,750,126)
NET EXPENDITURE	278,430,880	278,430,880	282,900,754
Other Grants	(36,612,000)	(36,612,000)	(32,020,000)
BUDGET REQUIREMENT	241,818,880	241,818,880	250,880,754
Business Rates Retention	(36,484,000)	(36,484,000)	(74,360,000)
Business rates top-up	(18,362,000)	(18,362,000)	0
BUSINESS RATES INCOME	(54,846,000)	(54,846,000)	(74,360,000)
RSG	(23,413,000)	(23,413,000)	0
Collection Fund Adjustments	(3,000,000)	(3,000,000)	(7,732,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	160,559,880	160,559,880	168,788,754
Greater London Authority - Precept	38,936,501	38,936,501	41,756,533
COUNCIL TAX REQUIREMENT	199,496,381	199,496,381	210,545,287

Components of the Council Tax (Band D)	2017/2018	2018/19	Increase
	£	£	
Mayor's Office for Policing and Crime	206.13	218.13	5.82%
London Fire & Emergency Planning Authority	47.04	50.22	6.76%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances	26.85	25.88	(3.61%)
Greater London Authority	280.02	294.23	5.07%
London Borough of Barnet	1,154.70	1,189.34	3.00%

REVENUE BUDGET 2018/19

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2017/18	2018/19	Tax Yield
	£	£	£
[Up to £40,000] Band A	956.48	989.04	2,197,805
[Over £40,000 & up to £52,000] Band B	1,115.89	1,153.89	6,691,062
[Over £52,000 & up to £68,000] Band C	1,275.31	1,318.73	27,136,351
[Over £68,000 & up to £88,000] Band D	1,434.72	1,483.57	43,240,091
[Over £88,000 & up to £120,000] Band E	1,753.55	1,813.24	47,172,925
[Over £120,000 & up to £160,000] Band F	2,072.37	2,142.94	36,715,184
[Over £160,000 & up to £320,000] Band G	2,391.20	2,472.61	35,999,446
[Over £320,000] Band H	2,869.44	2,967.14	11,392,423
			210,545,287

COUNCIL TAXBASE

Council Taxbase	2017/18	2018/19	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	169,714	172,575	256,027,092
Exemptions	(2,513)	(2,641)	(3,918,108)
Disabled reductions	(111)	(112)	(166,160)
Discounts (10%, 25% & 50%)	(28,258)	(28,272)	(41,943,491)
Adjustments	2,319	2,517	3,734,146
Aggregate Relevant Amounts	141,151	144,067	213,733,479
Non-Collection (1.5% both years)	(2,118)	(2,163)	(3,208,962)
Contributions in lieu from MoD	16	14	20,770
	139,049	141,918	210,545,287

Budget Summary and Forward Plan

Adults & Safeguarding	2018/19 £	2019/20 £
Base Budget	88,416,475	90,405,805
Virements	53,330	
	88,469,805	90,405,805
<p><u>Efficiencies</u></p> <p>Notting Hill Housing Trust (NHHT) and LB Barnet entered into a Surplus and Deficit (SDA) agreement dated 31/03/03 where it was agreed LBB would pay NHHT an annual revenue subsidy of £294k, in relation to building of care resource centres. The agreement expires on 31.3.2018, therefore, £294k contributes to the 3rd party efficiency savings line. The operation of the centres is not affected.</p> <p>The Surplus and Deficit (SDA) agreement dated 31/03/03 was drafted in acknowledgement that the cost of developing the new homes and resources centres to be made available to LB Barnet would not be fully covered by the profits resulting in a forecasted deficit. On resolution it was agreed that LB Barnet would make up the shortfall by way of revenue subsidy. The subsidy would be paid to NHHT in equal incremental payments, calculated based on the total shortfall divide by the number of years remaining of the 15 year contractual agreement which, at the time, stood at 9 years to commence in 2010 and complete in 2018.</p>	(294,000)	

Adults & Safeguarding	2018/19 £	2019/20 £
<p>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p> <p>Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better outcomes. Savings in the first two years of the transformation programme have been delivered and in the final two years will continue with new services and helping individuals progress towards independence as well as more efficient use of buildings and some reductions in the unit price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>		(213,000)
	(343,000)	(596,000)
	(637,000)	(809,000)

Adults & Safeguarding	2018/19 £	2019/20 £
<p><u>Income</u></p> <p>The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. This is income allocated to Adult Social Care to help provide integrated health and care services. As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 1.9% or 148k in 18/19 .</p> <p>The 'Improved' Better Care Fund will continue to 19/20. In recent years, the council has seen a steady increase in referrals from acute hospitals. NHS referrals now account for 76% of all enablement use and over half of all adult social care referrals now come from the NHS. This income in the form of use of monies from the Better Care Fund. This avoids some reductions to adult social care that would be detrimental to the NHS.</p>	(148,000)	(647,000)
	(148,000)	(2,038,000)
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements. This will be applied through our strengths based approach to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.</p>	(100,000)	(100,000)

Adults & Safeguarding	2018/19 £	2019/20 £
<p>An intensive evidence-based model of support for carers of people with dementia, in order to increase carer sustainability, delay entry to residential care and manage adult social care demand. The saving is modelled on 10 couples per year, and delaying admission to residential care by 22 months. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.</p> <p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 53 people.</p> <p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p> <p>Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.</p>	<p>(160,000)</p> <p>(465,000)</p> <p>(150,000)</p>	<p>(100,000)</p>

Adults & Safeguarding	2018/19 £	2019/20 £
<p>Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council has procured a partner to co-develop and implement this approach, which was implemented in April 2017.</p>	(500,000)	(500,000)
<p>Increasing choice for older adults and for younger adults with disabilities - investment in an increased advice and support service promoting adaptations and making homes more suitable. Savings achievement will depend on effective targeting at suitable service users and through the use of the DFG grant, savings based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the national Living Wage.</p>	(50,000)	
<p>Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option e.g. residential to supported living, step up accommodation setting where there is a risk of carer breakdown, identify appropriate day opportunities for those in residential care, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals.</p>	(350,000)	(425,000)

Adults & Safeguarding	2018/19 £	2019/20 £
<p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p> <p>Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care.</p> <p>Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.</p>	(250,000)	(375,000)
	(2,195,000)	(2,070,000)
<u>Pressures</u>		
Social Care Precept	4,916,000	
	4,916,000	0
Budget	90,405,805	85,488,805

Adults and Safeguarding

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Care Quality	3,675,231	3,131,053	3,131,053
Customer Care	253,637	215,502	215,502
Integrated care - LD & MH	35,971,934	39,478,676	37,966,506
Integrated care - OP & DP	41,945,537	39,488,031	42,936,201
Safeguarding	682,218	656,229	656,229
Social Care Management	741,233	695,749	695,749
Adults Social Care	83,269,790	83,665,240	85,601,240
Community Well-being	540,998	604,399	604,399
Customer Finance	839,611	851,456	851,456
Performance & Improvement	1,411,271	1,457,265	1,457,265
Prevention & Well Being	565,217	489,989	489,989
Community Well-being	3,357,097	3,403,109	3,403,109
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Adults and Health	1,271,444	1,286,294	1,286,294
Strategic Commissioning	1,271,444	1,286,294	1,286,294
Adults and Safeguarding	88,416,475	88,469,805	90,405,805

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(27,514)	(28,751)	(28,751)
Employee Related	14,729,377	15,389,866	15,389,866
Premises Related	70,783	70,742	70,742
Secondary Recharges	70,743	1,069,568	1,069,568
Supplies/Services	6,001,164	6,700,486	6,550,486
Third Party Payments	96,103,184	83,705,971	85,942,621
Transfer Payments	515,196	17,271,428	17,268,778
Transport Related	1,147,591	219,583	219,583
Expenditure Total	118,610,524	124,398,893	126,482,893
Customer & Client Receipts	(11,954,155)	(13,122,287)	(13,122,287)
Government Grants	(1,762,925)	(1,705,245)	(1,705,245)
Other Grants, Reimbursements & Contributions	(16,476,969)	(21,101,556)	(21,249,556)
Income Total	(30,194,049)	(35,929,088)	(36,077,088)
Adults and Safeguarding	88,416,475	88,469,805	90,405,805

Budget Summary and Forward Plan

Assets, Regeneration & Growth	2018/19 £	2019/20 £
Base Budget	(5,648,392)	(8,263,972)
Virements	(260,580)	
	(5,908,972)	(8,263,972)
<u>Efficiencies</u>		
Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.	(500,000)	(1,500,000)
	(500,000)	(1,500,000)
<u>Growth and Income</u>		
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	(1,855,000)	(657,000)
Income to be generated through surplus space available in libraries.		(151,000)
	(1,855,000)	(808,000)
Budget	(8,263,972)	(10,571,972)

Assets, Regeneration and Growth

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSG Managed Budget	767,611	1,229,071	767,611
Customer Support Group	767,611	1,229,071	767,611
Guaranteed Income	(6,633,607)	(7,400,287)	(7,400,287)
Re Managed Budgets	0	0	0
RE Projects	0	0	0
Re Managed Budgets	(6,633,607)	(7,400,287)	(7,400,287)
Growth & Development	217,604	223,704	223,704
Strategic Commissioning	217,604	223,704	223,704
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(6,408,972)
Additonal Income from Council Tax			(1,855,000)
Assets, Regeneration and Growth Total			(8,263,972)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	598,851	604,951	604,951
Premises Related	4,505,360	4,505,360	4,005,360
Secondary Recharges	(349,597)	(349,597)	(349,597)
Supplies/Services	3,431,433	3,931,433	3,931,433
Expenditure Total	8,186,047	8,692,147	8,192,147
Customer & Client Receipts	(10,403,006)	(11,208,226)	(11,169,686)
Other Grants, Reimbursements & Contributions	(3,431,433)	(3,431,433)	(3,431,433)
Income Total	(13,834,439)	(14,639,659)	(14,601,119)
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(6,408,972)
Additonal Income from Council Tax			(1,855,000)
Assets, Regeneration and Growth Total			(8,263,972)

Budget Summary and Forward Plan

Children's, Libraries, Education and Safeguarding Committee	2018/19 £	2019/20 £
Base Budget	59,225,334	62,944,569
Virements	6,411,235	
	65,636,569	62,944,569
<u>Efficiencies</u>		
Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. These savings would be achieved by improving contract management and negotiating better rates across a range of services.	(365,000)	(334,000)
	(365,000)	(334,000)
<u>Service Reform</u>		
Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	(375,000)	(375,000)
Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres. A review is being undertaken and papers will go to CELS in January 2018.	(430,000)	(527,000)
Implementing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology.	(53,000)	(12,000)

Children's, Libraries, Education and Safeguarding Committee	2018/19 £	2019/20 £
<p>Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. An Outline Business Case is going to CELS in January '18.</p>	(514,000)	
	(1,372,000)	(914,000)
Shared Service Models		
<p>Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services. The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. We will consider structural changes that can support this endeavour and seek to ensure that all staff are permanent in Barnet removing the contingency funding established for agency staffing.</p>	(255,000)	(350,000)
<p>Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.</p>	(150,000)	(800,000)
	(405,000)	(1,150,000)
Income		
<p>Savings through appropriate allocation of education costs for joint placements for children under the age of 18.</p>	(250,000)	(250,000)
<p>The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.</p>	(200,000)	
<p>Explore options for meeting the cost of statutory school improvement functions</p>	(100,000)	
<p>Explore options for meeting the cost of transport for young people, post-16, with Special Educational Needs and Disabilities</p>		(250,000)
	(550,000)	(500,000)
Budget	62,944,569	60,046,569

Children, Education, Libraries

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSC 0-25	7,092,757	8,146,787	8,146,787
Intake and Assessment	3,799,305	4,685,185	4,558,185
Intervention and Planning	3,368,435	3,452,355	3,452,355
Permanence Trns & CorParenting	3,419,202	3,509,967	3,509,967
Placements	16,768,445	17,685,120	17,285,120
Safeguarding & Quality	2,125,920	2,518,329	2,518,329
Social Care Management	1,745,458	1,596,878	1,596,878
Children Social Care	38,319,522	41,594,621	41,067,621
Transport	(430)	120,091	120,091
Contract Management	(430)	120,091	120,091
Commissioning & Business Imp.	3,520,054	3,306,552	3,306,552
Early Years	4,240,324	4,278,174	3,473,174
Libraries & Comm.Engagemnt	4,142,175	4,663,735	4,610,735
Youth & Family Support	1,871,964	1,883,564	1,369,564
Early Intervention & Preventio	13,774,517	14,132,025	12,760,025
Education DSG	(15,998,857)	(17,779,559)	(18,118,326)
Schools Funding	210,503	958,021	1,012,131
Education (DSG)	(15,788,354)	(16,821,538)	(17,106,195)
Education & Skills Management	6,524,813	6,714,813	6,459,813
Education Management Team	6,524,813	6,714,813	6,459,813
Childrens Social Care DSG	403,150	403,150	403,150
Early Interven & Preven DSG	15,385,204	16,418,388	16,703,045
Family Services DSG	15,788,354	16,821,538	17,106,195
Family Services Management	350,941	2,744,094	2,506,094
Family Services Management	350,941	2,744,094	2,506,094
Nursery Schools Direct Management	0	635,019	0
Nursery Schools Direct Management	0	635,019	0
Primary Schools Direct Management	0	9,741,067	0
Primary Schools Direct Management	0	9,741,067	0
PRUs Direct Management	0	214,253	0
PRUs Direct Management	0	214,253	0
Secondary Schools Direct Management	0	(11,061,842)	0
Secondary Schools Direct Management	0	(11,061,842)	0
Special Schools Direct Management	0	471,503	0
Special Schools Direct Management	0	471,503	0
Children & Young people	255,971	330,925	30,925
Strategic Commissioning	255,971	330,925	30,925
Children, Education, Libraries	59,225,334	65,636,569	62,944,569

Children, Education, Libraries			
	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	0	(10,472,130)	0
Capital Financing	(213,688,230)	(2,915,208)	247,100
Employee Related	31,431,052	196,844,202	32,337,282
Premises Related	1,177,749	14,434,704	958,209
Secondary Recharges	(565,960)	(563,960)	(563,378)
Supplies/Services	12,038,904	40,774,803	14,442,269
Support Services	0	11,517,972	0
Third Party Payments	51,002,908	57,175,431	59,034,758
Transfer Payments	186,208,137	1,532,209	183,458,971
Transport Related	937,476	923,216	913,149
Expenditure	68,542,036	309,251,239	290,828,360
Customer & Client Receipts	(1,571,686)	(19,164,426)	(2,479,876)
Government Grants	(5,611,660)	(216,633,148)	(222,820,559)
Other Grants, Reimbursements & Contributions	(2,133,356)	(7,817,096)	(2,583,356)
Income	(9,316,702)	(243,614,670)	(227,883,791)
Children, Education, Libraries	59,225,334	65,636,569	62,944,569

Budget Summary and Forward Plan

Community Leadership	2018/19 £	2019/20 £
Base Budget	2,281,370	2,248,810
Virements	(32,560)	
	2,248,810	2,248,810
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.		(243,000)
	0	(243,000)
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	2,248,810	2,005,810

Community Leadership Committee

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Commercial	(159,890)	(159,890)	(159,890)
Commercial & Customer	(159,890)	(159,890)	(159,890)
Finance	181,571	139,001	139,001
Deputy Chief Operating Officer	181,571	139,001	139,001
Governance	7,240	7,240	7,240
Governance	7,240	7,240	7,240
Environment	1,878,089	1,880,719	1,880,719
Strategic Commissioning	1,878,089	1,880,719	1,880,719
Communications	374,360	405,740	381,740
Strategy & Communications	374,360	405,740	381,740
Community Leadership Committee	2,281,370	2,272,810	2,248,810

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(15,000)	0	(15,000)
Employee Related	1,528,482	662,207	638,207
Premises Related	37,950	810	810
Secondary Recharges	32,020	32,020	32,020
Supplies/Services	938,037	2,339,215	2,415,715
Third Party Payments	646,218	646,218	646,218
Transport Related	6,880	3,000	3,000
Expenditure	3,174,587	3,683,470	3,720,970
Customer & Client Receipts	(595,043)	(513,655)	(513,655)
Government Grants	(236,674)	(457,406)	(457,406)
Other Grants, Reimbursements & Contributions	(61,500)	(439,599)	(501,099)
Income	(893,217)	(1,410,660)	(1,472,160)
Community Leadership Committee	2,281,370	2,272,810	2,248,810

Budget Summary and Forward Plan

Environment Committee	2018/19 £	2019/20 £
Base Budget	36,554,894	39,056,420
Virements	2,547,526	
	39,102,420	39,056,420
<u>Efficiencies</u>		
Formerly the restructure of the Street Scene business model. Through the ADM process, officers are looking to streamline potential processes, invest in mobile IT, improve service productivity, and restructure the service to deliver the required savings.	(450,000)	
New Service Offer: Anticipated to be achieved via staffing efficiencies and an asset management review of the fleet.	(150,000)	(150,000)
[Note: The previous 2017/18 saving of £600k has been re-profiled as £300k in 2017/18 and £300k in 2018/19].		
	(600,000)	(150,000)
<u>Service Reductions</u>		
	0	0

Environment Committee	2018/19 £	2019/20 £
<p><u>Service Redesign</u></p> <p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our green space and who maintains our green spaces. This could be as whole green spaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p>	(50,000)	(150,000)
	(50,000)	(150,000)
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Levy payments to the North London Waste Authority: The Council pays a price per tonne specifically for the type and volume of waste that it estimates that it will deliver in the year to North London Waste Authority for treatment or disposal. If less waste is delivered than projected a saving is made on the following year's levy. Future waste savings are reliant on: demand management projects, changes to collection services and the success of communication campaigns, to enable realistic lower waste tonnage projections to be made for the future, and the quantity of waste that is actually collected to be lower.</p>	(100,000)	(300,000)

Environment Committee	2018/19 £	2019/20 £
<p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste (enforced by fixed penalty notices); increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.</p>	(100,000)	(900,000)
	(200,000)	(1,300,000)

Environment Committee	2018/19 £	2019/20 £
<p><u>Growth & Income</u></p> <p>Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. These could be either new 3G artificial grass pitches (AGPs) on sites that are currently not laid out as grass pitches, or the conversion of existing grass pitches to AGP's. Current feasibility work on the creation of sports hubs as required by the adopted Parks and Open Spaces and Playing Pitch Strategies will determine the locations for the new AGP's, which will be compliant with the Playing Pitch Strategy and agreed with the Playing Pitch Strategy Steering Group which comprises, in addition to LBB, representatives of Sport England, England Hockey, England and Wales Cricket Board, Football Association, Lawn Tennis Association and Rugby Football Union. The council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner. The grass pitches that the Council provides for the playing of team sports are currently subject to charges for their use. Charging will continue for the new facilities.</p> <p>Income generation from Non-Statutory Waste Services and Green Waste: Income generation target across a range of chargeable services for commercial waste, including - but not limited to - additional collections and the identification of new services where charging the user more (in order to offset the impact of wider budget reductions) is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.</p>	<p>(300,000)</p>	<p>(100,000)</p> <p>(300,000)</p>

Environment Committee	2018/19 £	2019/20 £
Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.	(25,000)	
Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.		(200,000)
Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.	(100,000)	(100,000)
	(425,000)	(700,000)
<u>Pressures</u>		
North London Waste Authority Levy	1,229,000	
	1,229,000	0
Budget	39,056,420	36,756,420

Environment

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Business Improvement	326,755	696,202	696,202
Business Improvement	326,755	696,202	696,202
Commercial	99,070	99,070	99,070
Commercial & Customer	99,070	99,070	99,070
Transport	(44,510)	160,849	160,849
Contract Management	(44,510)	160,849	160,849
Green Spaces	3,955,500	4,135,880	3,885,880
Green Spaces Total	3,955,500	4,135,880	3,885,880
Highway Inspection/Maintenance	255,397	260,447	260,447
Parking	(537,750)	(537,750)	(537,750)
Parking & Infrastructure	(282,353)	(277,303)	(277,303)
Street Cleansing	2,835,437	3,354,807	2,904,807
Parks, Street Cleaning & Groun	2,835,437	3,354,807	2,904,807
Guaranteed Income	(7,750,176)	(8,543,087)	(8,543,087)
Re Managed Budgets	(901,498)	(63,498)	(63,498)
Re Managed Budgets	(8,651,674)	(8,606,585)	(8,606,585)
Management Fee	14,738,568	16,638,568	16,638,568
Re Management Fee	14,738,568	16,638,568	16,638,568
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Environment	11,551,659	11,635,281	12,739,281
Strategic Commissioning	11,551,659	11,635,281	12,739,281
Street Lighting	6,218,102	6,338,858	6,338,858
Street Lighting	6,218,102	6,338,858	6,338,858
Street Scene Management	542,243	293,833	293,833
Street Scene Management	542,243	293,833	293,833
Recycling	364,237	0	0
Trade Waste	(1,959,585)	(1,957,595)	(2,257,595)
Waste	6,861,445	6,890,555	6,440,555
Waste & Recycling	5,266,097	4,932,960	4,182,960
Environment Committee	36,554,894	39,402,420	39,056,420

Environment

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	10,321,365	10,209,801	10,849,801
Employee Related	13,929,541	16,971,243	16,506,243
Premises Related	1,565,945	1,488,965	1,488,965
Secondary Recharges	(9,787,794)	(3,829,929)	(3,829,929)
Supplies/Services	43,598,088	45,807,946	46,597,086
Third Party Payments	1,020	1,020	1,020
Transfer Payments	0	0	0
Transport Related	9,545,228	3,267,828	3,267,828
Expenditure	69,173,393	73,916,874	74,881,014
Customer & Client Receipts	(31,333,174)	(33,188,501)	(34,498,641)
Government Grants	0	(40,628)	(40,628)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Income	(32,618,499)	(34,514,454)	(35,824,594)
Environment Committee	36,554,894	39,402,420	39,056,420

Budget Summary and Forward Plan

Housing	2018/19 £	2019/20 £
Base Budget	5,282,069	6,553,660
Virements	1,271,591	
	6,553,660	6,553,660
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	6,553,660	6,553,660

Housing

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Housing Needs Resources	5,559,749	6,859,749	6,859,749
HRA Other Income & Expenditure	(2,706,476)	(3,388,676)	11,415
HRA Regeneration	669,101	1,351,301	837,000
HRA Surplus/Deficit for the year	2,184,575	2,184,575	(753,671)
Interest on Balances	(147,200)	(147,200)	(94,744)
HRA	0	0	0
Guaranteed Income	(277,680)	(306,089)	(306,089)
Re Managed Budgets	(277,680)	(306,089)	(306,089)
Housing Committee	5,282,069	6,553,660	6,553,660

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Asset Capital Accg Charges	12,837,635	21,151,000	23,219,151
Asset Capital Financing	820,000	820,000	0
Capital Accounting Charges	10,497,940	2,184,575	(753,671)
Capital Financing	7,263,627	7,263,627	7,390,376
Employee Related	84,670	84,670	84,670
Premises Related	11,596,739	11,596,739	11,658,177
Secondary Recharges	1,274,127	1,274,127	1,828,789
Supplies/Services	22,461,614	25,012,461	25,187,397
Third Party Payments	18,623,139	26,062,311	25,947,780
Expenditure	85,459,491	95,449,510	94,562,669
Customer & Client Receipts	(76,421,972)	(85,140,400)	(84,188,443)
Interest	(147,200)	(147,200)	(94,744)
Other Grants, Reimbursements & Contributions	(3,608,250)	(3,608,250)	(3,725,822)
Income	(80,177,422)	(88,895,850)	(88,009,009)
Housing Committee	5,282,069	6,553,660	6,553,660

Budget Summary and Forward Plan

Policy & Resources Committee	2018/19 £	2019/20 £
Base Budget Virements	83,796,495 (10,102,106)	84,544,389
	73,694,389	84,544,389
<p><u>Efficiencies</u></p> <p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p> <p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p>	(45,000)	(44,000)
		(679,000)
	(500,000)	(1,000,000)

Policy & Resources Committee	2018/19 £	2019/20 £
<p>The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p> <p>The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p> <p>Decrease in Concessionary Fares</p>	(500,000)	(1,000,000)
	(300,000)	
	(1,345,000)	(2,723,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
Increasing Council Tax Support payments to 30%		(1,400,000)
	0	(1,400,000)

Policy & Resources Committee		2018/19	2019/20
		£	£
<u>Growth</u>			
General Provision for Inflation		6,195,000	
Contingency		5,490,000	
Service / Demographic Pressures		70,000	
Pensions Contributions		440,000	
		12,195,000	0
Budget		84,544,389	80,421,389

Policy and Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Assurance Management	579,358	560,233	583,058
Assurance Management Total	579,358	560,233	583,058
Capital Financing	16,779,670	16,779,670	16,279,670
Car Leasing	2,210	0	2,210
Central Contingency	12,402,547	1,352,037	14,471,037
Corporate Fees & Charges	233,940	233,940	233,940
Corporate Subscriptions	194,220	194,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	18,688,250	18,688,250	17,788,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses Total	52,723,188	41,672,678	53,391,678
Commercial	901,430	929,039	916,243
Commercial & Customer Total	901,430	929,039	916,243
CSG Managed Budget	100,000	100,000	100,000
CSG Management Fee	20,293,324	20,506,864	20,468,324
Customer Support Group Total	20,393,324	20,606,864	20,568,324
Finance	748,338	907,158	373,158
Information Management	878,453	988,133	988,133
Programme & Resources	819,535	877,946	890,742
Deputy Chief Operating Officer Total	2,446,326	2,773,237	2,252,033
Elections	357,505	549,345	549,345
Elections Total	357,505	549,345	549,345
Governance	2,151,090	2,160,460	2,160,460
Governance Total	2,151,090	2,160,460	2,160,460
HB Law	2,011,397	2,036,397	2,036,397
HB Law Total	2,011,397	2,036,397	2,036,397
Internal Audit & CAFT	752,480	782,795	748,970
Internal Audit & CAFT Total	752,480	782,795	748,970
Strategic Commissioning Board	560,430	567,270	567,270
Strategic Commissioning Board Total	560,430	567,270	567,270
Commissioning Strategy	655,440	506,034	506,034
Communications	264,527	264,577	264,577
Strategy & Communications Total	919,967	770,611	770,611
Policy & Resources	83,796,495	73,408,929	84,544,389

Policy and Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	30,432,457	19,381,947	32,000,947
Employee Related	11,330,957	11,346,211	11,346,211
Premises Related	742,620	742,620	742,620
Secondary Recharges	(2,772,913)	(1,871,763)	(2,371,763)
Supplies/Services	33,147,293	33,563,773	33,483,863
Third Party Payments	20,416,280	19,656,470	18,756,470
Transfer Payments	258,001,180	272,509,939	272,511,119
Transport Related	34,630	32,230	34,440
Expenditure	351,332,504	355,361,427	366,503,907
Customer & Client Receipts	(6,453,722)	(7,646,702)	(7,653,722)
Government Grants	(256,080,911)	(269,844,300)	(269,844,300)
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(3,298,256)	(2,758,376)	(2,758,376)
Income	(267,536,009)	(281,952,498)	(281,959,518)
Policy & Resources	83,796,495	73,408,929	84,544,389

Central Expenses (Levies)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	378,350	378,350	378,350
London Pension Funds	607,000	607,000	607,000
Traffic Control Signals Unit	469,400	469,400	469,400
Concessionary Fares	16,095,280	16,092,280	15,392,280
	17,870,760	17,867,760	17,167,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	287,000	287,000
	284,000	287,000	287,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	533,490	533,490	333,490
	533,490	533,490	333,490
Total Levies	18,688,250	18,688,250	17,788,250

Budget Summary and Forward Plan

Public Health	2018/19 £	2019/20 £
Base Budget Virements	17,610,000	17,156,000
	17,610,000	17,156,000
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
Public Health grant reduction	(454,000)	
	(454,000)	0
Budget	17,156,000	17,156,000

Public Health

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Health authorities - Third Party	17,610,000	17,610,000	17,156,000
Expenditure	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

Budget Summary and Forward Plan

Special Parking Account	2018/19 £	2019/20 £
Base Budget	(10,321,365)	(10,849,801)
Virements	111,564	
	(10,209,801)	(10,849,801)
<u>Efficiencies</u>		
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows further cost savings to be identified through making contract management savings using varied specifications, or through investing in modern IT systems.	(200,000)	
	(200,000)	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
Currently a proportion of the Borough is covered by a CPZ - additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to take a coordinated approach to the process to save on cost (e.g. add 10 roads at a time instead of 1) and, except in exceptional circumstances, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	(100,000)	(150,000)
	(100,000)	(150,000)

Special Parking Account	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
<p>Cost recovery from a full review of fees and charges across all Environmental Committee business areas; including Parking products and Highways services. This will include making sure that all fees are collected.</p>	(240,000)	(130,000)
<p>Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres.</p>	(100,000)	(200,000)
	(340,000)	(330,000)
<u>Pressures</u>		
	0	0
Budget	(10,849,801)	(11,329,801)

Special Parking Account

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Income			
Penalty Charge Notices - Including MTC	(11,915,010)	(11,915,010)	(11,915,010)
Permits	(1,820,000)	(1,820,000)	(2,160,000)
Pay & Display	(3,180,000)	(3,180,000)	(3,180,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
Total Income	(17,285,010)	(17,285,010)	(17,625,010)
Operating Expenditure	6,963,645	7,075,209	6,775,209
Net Operating Surplus	(10,321,365)	(10,209,801)	(10,849,801)
Net Expenditure in Year	(10,321,365)	(10,209,801)	(10,849,801)
Appropriation to General Fund	10,321,365	10,209,801	10,849,801
Balance Carried Forward	0	0	0

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, part of the surplus arising from the SPA is used to substitute for existing relevant works.

The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT	2017/18 Revised Budget	2018/19 Original Budget
	£'000	£'000
Income		
Dwelling rents	(52,804,715)	(49,784,776)
Non-dwelling rents	(1,713,886)	(1,641,193)
Tenants Charges for services and facilities	(4,044,450)	(4,242,304)
Leaseholder Charges for services and facilities	(3,094,000)	(3,211,572)
Total Income	(61,657,051)	(58,879,845)
Expenditure		
Repairs and Maintenance	7,485,519	7,445,852
Supervision & Management		
General	15,190,777	15,250,218
Special	6,329,269	5,878,179
Rent, Rates, Taxes and other charges	129,484	144,484
Depreciation and impairment of fixed assets	21,971,000	23,219,151
Debt Management Expenses	7,413,627	7,540,376
Increase in bad debt provision	1,100,000	250,000
Total Expenditure	59,619,676	59,728,260
Net Cost of HRA Services	(2,037,375)	848,415
Interest and investment income	(147,200)	(94,744)
(Surplus) or Deficit	(2,184,575)	753,671

This page is intentionally left blank

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

Directorate	Year	Capital Programme	Funding Type	Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
				£'000	£'000	
Adults & Safeguarding	2017/18	Sport and Physical Activities	Capital Reserve		(5,000)	re-profiled budget
Policy & Resources	2017/18	Depot relocation	Capital receipts		(4,974)	re-profiled budget
Policy & Resources	2017/18	Depot relocation	Borrowing		(26)	re-profiled budget
Policy & Resources	2017/18	Community Centre - Taring Road	Borrowing		(528)	re-profiled budget
Policy & Resources	2017/18	Asset Management	Capital Reserve		(1,547)	re-profiled budget
Policy & Resources	2017/18	Community Hub & Child Hill Library	Grant		(20)	re-profiled budget
Policy & Resources	2017/18	Community Hub & Child Hill Library	Capital receipts		(1,500)	re-profiled budget
Policy & Resources	2017/18	Implementation of Locality Strategy	Capital receipts		(721)	re-profiled budget
Children's Education, Libraries	2017/18	St Agnes	Grant		(700)	re-profiled budget
Children's Education, Libraries	2017/18	St James / Blessed Dominic	Grant		(1,287)	re-profiled budget
Children's Education, Libraries	2017/18	Alternative Provision	Grant		(1,832)	re-profiled budget
Children's Education, Libraries	2017/18	Contingency	Borrowing	(903)		Project no longer going ahead.
Children's Education, Libraries	2017/18	Libraries	Capital receipts		(130)	re-profiled budget
Children's Education, Libraries	2017/18	Information Management	Capital receipts		(300)	re-profiled budget
Children's Education, Libraries	2017/18	Information Management	Capital Reserve		(245)	re-profiled budget
Children's Education, Libraries	2017/18	Youth Zone	Capital Reserve		(1,699)	re-profiled budget
Children's Education, Libraries	2017/18	Libraries Capital works	Borrowing	648		Additional works
Children's Education, Libraries	2017/18	Meadow Close Children's Homes	Borrowing		219	re-profiled budget
Children's Education, Libraries	2017/18	Early Education and Childcare place Sufficiency	Grant	(951)		unsuccessful grant application
Housing	2017/18	Modular Homes	Borrowing		(75)	re-profiled budget
Housing	2017/18	Open Door	Capital receipts		(3,527)	re-profiled budget
Housing	2017/18	Open Door	Borrowing		(12,419)	re-profiled budget
Housing	2017/18	Micro Sites	S106		(600)	re-profiled budget
Housing	2017/18	Micro Sites	Capital receipts		(300)	re-profiled budget
Environment	2017/18	Lines and Signs	Capital Reserve		(140)	re-profiled budget
Environment	2017/18	CCTV	Capital Reserve		376	re-profiled budget
Environment	2017/18	Town Centre Bays	Capital receipts		(75)	re-profiled budget
Environment	2017/18	Parking signs and lines introduction and replenishment	Capital Reserve	(300)		Project no longer going ahead.
Environment	2017/18	Car Parking improvement	Capital Reserve	(500)		Project no longer going ahead.
Environment	2017/18	Highways (permanent re-instatement)	Capital Reserve		(300)	re-profiled budget
Environment	2017/18	Local Implementation Plan 2016/17 and onwards	Grant	(85)		re-aligned
Environment	2017/18	Bridge Assessment	Grant	85		re-aligned
Environment	2017/18	Reconstruction of Railway Bridges	Borrowing		(621)	re-profiled budget
Environment	2017/18	Reconstruction of Railway Bridges	Capital receipts		(29)	re-profiled budget
Environment	2017/18	Controlled Parking Zones	Borrowing	(5)		Project no longer going ahead.
Environment	2017/18	Colindale Station interchange	Borrowing	(6)		Project no longer going ahead.
Environment	2017/18	Colindale Station interchange	Capital receipts	(44)		Project no longer going ahead.
Environment	2017/18	Signalisation Improvement - A5 Colindale Ave	S106	(151)		Project no longer going ahead.
Environment	2017/18	Signalisation Improvement - A5 Colindale Ave	Borrowing	(5)		Project no longer going ahead.
Environment	2017/18	Public Transportation Improvements - in Colindale	S106	(166)		Project no longer going ahead.
Environment	2017/18	Pedestrian Improvements programme - RAF Museum	S106	(128)		Project no longer going ahead.
Environment	2017/18	Colindale Hospital Parking Review	S106	(6)		Project no longer going ahead.
Environment	2017/18	Colindale Hospital Parking Review	Borrowing	(4)		Project no longer going ahead.
Environment	2017/18	Carriageways	Borrowing		(1,000)	re-profiled budget
Environment	2017/18	Highways Planned Maintenance Works Programme	Capital Reserve		(40)	re-profiled budget
Environment	2017/18	Footways Renewal	Borrowing	(2,135)		re-profiled budget
Environment	2017/18	Pothole Fund	Borrowing	(1)		re-profiled budget
Environment	2017/18	Drainage Schemes	Grant		(70)	re-profiled budget
Environment	2017/18	Investment in Roads & Pavement (NRP)	Borrowing	2,136	1,323	re-profiled budget
Environment	2017/18	Cool Oak Lane Bridge	Grant	(600)		Project no longer going ahead.
Assets, Regeneration & Growth	2017/18	Colindale - Highways and Transport	Grant		(623)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale - Parks, Open Spaces and Sports	Grant		(200)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale Station Works	S106		(10,750)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale Station Works	Capital Reserve		(1,500)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale Station Works	Borrowing		(1,250)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Grahame Park - Community Facilities	S106		(400)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Town Centre	Grant		(199)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Thames Link Station	Grant		(9,865)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Thames Link Station	RCCO/MRA		(5,750)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Thames Link Station	Capital Reserve		(2,674)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Development Pipeline Strategic Opportunities Fund	Capital receipts		(8,000)	re-profiled budget
Housing	2017/18	Disabled Facilities Grant Programme	Grant		800	re-profiled budget
Environment	2017/18	Hendon Cemetry & Crematorium Enhancement	Capital receipts		(148)	re-profiled budget
Housing	2017/18	DECC-FuelPovertyGrant	Grant		7	re-profiled budget
Housing	2017/18	Disabled Facilities Grant Programme	Capital Reserve	(721)		Funding swap
Housing	2017/18	Disabled Facilities Grant Programme	Grant	721		Funding swap
Environment	2017/18	Old Court House - public toilets	S106		(40)	re-profiled budget
Environment	2017/18	Parks & Open Spaces and Tree Planting	S106	39		Additional external funding
Environment	2017/18	Parks & Open Spaces and Tree Planting	Grant	63		Additional external funding
Environment	2017/18	Park Infrastructure	Capital Reserve	(63)		Funding swap
Environment	2017/18	Park Infrastructure	Grant	63	(60)	re-profiled budget
Environment	2017/18	Data and Works Management system	Capital receipts		(326)	re-profiled budget
Environment	2017/18	Fuel Storage Tank	Capital Reserve		(60)	re-profiled budget
Environment	2017/18	Replacement Bins	Capital Reserve		(186)	re-profiled budget
Environment	2017/18	Waste	RCCO/MRA	(294)		Funding swap
Environment	2017/18	Waste	Capital Reserve	294		Funding swap
Environment	2017/18	Vehicles	RCCO/MRA	(530)		Funding swap
Environment	2017/18	Vehicles	Capital Reserve	530		Funding swap
Environment	2017/18	Vehicles	Capital Reserve		(773)	re-profiled budget
Environment	2017/18	Street cleansing and greenspaces - vehicles and equipment	RCCO/MRA	(734)		Funding swap
Environment	2017/18	Street cleansing and greenspaces - vehicles and equipment	Capital Reserve	734		Funding swap
Environment	2017/18	Street cleansing and greenspaces - vehicles and equipment	Capital Reserve		(26)	re-profiled budget
Housing	2018/19	Tranche 3 Open Door	S106	700		New project
HRA	2017/18	Major Works (excl Granv Rd)	RCCO/MRA		174	re-profiled budget
HRA	2017/18	Regeneration	RCCO/MRA		(166)	re-profiled budget
HRA	2017/18	Misc - Repairs	RCCO/MRA		78	re-profiled budget
HRA	2017/18	M&E/ GAS	RCCO/MRA		309	re-profiled budget
HRA	2017/18	Voids and Lettings	RCCO/MRA		(72)	re-profiled budget
HRA	2017/18	Advanced Acquisitions (Regen Estates)	RCCO/MRA		9	re-profiled budget
HRA	2017/18	Moreton Close	S106		(825)	re-profiled budget
HRA	2017/18	Moreton Close	RCCO/MRA		(300)	re-profiled budget
HRA	2017/18	Moreton Close	Borrowing		(3,575)	re-profiled budget
HRA	2017/18	Direct Acquisitions	RCCO/MRA	128		Additional
HRA	2017/18	Burnt Oak Broadway Flats	Capital receipts		(25)	re-profiled budget
HRA	2017/18	Upper & Lower Fosters Community Led Design	RCCO/MRA		492	re-profiled budget
HRA	2017/18	HRA Fire Safety Programme	RCCO/MRA		(4,500)	re-profiled budget
			Total - 2017/18	(2,191)	(88,411)	
Environment	2018/19	Cool Oak Lane Bridge	Grant	(1,000)		Project no longer going ahead.
Environment	2018/19	Cool Oak Lane Bridge	S106	(361)		Project no longer going ahead.
Housing	2018/19	Disabled Facilities Grant Programme	Grant	1,597		Funding swap
Housing	2018/19	Disabled Facilities Grant Programme	Capital receipts	(1,597)		Funding swap
Housing	2018/19	Disabled Facilities Grant Programme	Borrowing	(250)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	Grant	(3,100)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	Capital Reserve	100		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	RCCO/MRA	(100)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	Capital Reserve	(900)	(2,750)	project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Grahame Park - Community Facilities	S106	(8,550)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Grahame Park - Community Facilities	Capital Reserve	(2,000)		project realigned and reduced as not all the budget is required
Environment	2018/19	Local Implementation Plan 2016/17 and onwards	Grant	1,567		Additional years added to the programme
Assets, Regeneration & Growth	2018/19	GF Regeneration	Borrowing	(2,478)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	GF Regeneration	Capital Reserve	1,000	(500)	project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Town Centre	Grant	(3,769)	(9)	Funding swap
Assets, Regeneration & Growth	2018/19	Town Centre	Capital Reserve		(4,171)	Funding swap
Housing	2018/19	Alexandra Road	Capital receipts	(24)	(9)	Project no longer going ahead.

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

Directorate	Year	Capital Programme	Funding Type	Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
				£'000	£'000	
Housing	2018/19	Hostel Refurbishment Programme	Capital receipts	(118)		Project no longer going ahead.
Housing	2018/19	Hostel Refurbishment Programme	Capital Reserve	(121)		Project no longer going ahead.
Housing	2018/19	Chilvins Court	RCCO/MRA	(66)		Project no longer going ahead.
HRA	2018/19	Major Works (excl Granv Rd)	RCCO/MRA	539		re-profiled budget
HRA	2018/19	Regeneration	RCCO/MRA	(525)		re-profiled budget
HRA	2018/19	Misc - Repairs	RCCO/MRA	(277)		re-profiled budget
HRA	2018/19	M&E/ GAS	RCCO/MRA	910		re-profiled budget
HRA	2018/19	Voids and Lettings	RCCO/MRA	1,072		re-profiled budget
HRA	2018/19	Extra Care Pipeline	Grant	(920)		Funding swap
HRA	2018/19	Extra Care Pipeline	Borrowing	920		Funding swap
Children's Education, Libraries	2018/19	Modernisation - Primary & Secondary	Grant	2,300		Additional years added to the programme
Children's Education, Libraries	2018/19	School place planning (Primary)	Grant		(5,000)	re-profiled budget
Children's Education, Libraries	2018/19	School place planning (Secondary)	Grant	(8,328)		Project no longer going ahead.
Children's Education, Libraries	2018/19	S106	Grant	(1,793)		Project no longer going ahead.
Children's Education, Libraries	2018/19	School place planning (Secondary)	Borrowing	(18,879)		Project no longer going ahead.
Children's Education, Libraries	2018/19	SEN	Borrowing	(4,387)		Funding swap
Children's Education, Libraries	2018/19	SEN	Grant	4,387		Funding swap
Children's Education, Libraries	2018/19	Contingency	Borrowing	(7,638)		Project no longer going ahead.
Environment	2018/19	Vehicles	RCCO/MRA	(270)		Funding swap
Environment	2018/19	Vehicles	Capital Reserve	270		Funding swap
Environment	2018/19	Street cleansing and greenspaces - vehicles and equipment	RCCO/MRA	(472)		Funding swap
Environment	2018/19	Street cleansing and greenspaces - vehicles and equipment	Capital Reserve	472		Funding swap
			Total - 2018/19	(52,789)	(12,439)	
Children's Education, Libraries	2019/20	Contingency	Borrowing	(2,746)	(625)	Project no longer going ahead.
Children's Education, Libraries	2019/20	Alternative provision	Borrowing	1,000		re-profiled budget
Children's Education, Libraries	2019/20	School place planning (Primary)	Borrowing	(3,000)		Funding swap
Children's Education, Libraries	2019/20	School place planning (Primary)	Grant	1,250		Funding swap
Children's Education, Libraries	2019/20	School place planning (Secondary)	Grant	(4,000)		Project no longer going ahead.
Children's Education, Libraries	2019/20	S106	Grant	(3,000)		Project no longer going ahead.
Children's Education, Libraries	2019/20	School place planning (Secondary)	Borrowing	(28,000)		Project no longer going ahead.
Children's Education, Libraries	2019/20	Modernisation - Primary & Secondary	Grant	2,300		Additional years added to the programme
Children's Education, Libraries	2019/20	SEN	Borrowing	(5,000)		Funding swap
Children's Education, Libraries	2019/20	SEN	Grant	5,000		Funding swap
Housing	2019/20	Open door	Capital receipts	20		re-profiled budget
Assets, Regeneration & Growth	2019/20	Grahame Park – Community Facilities	S106	(250)		re-profiled budget
Assets, Regeneration & Growth	2019/20	Colindale – Parks, Open Spaces and Sports	Capital Reserve		(1,500)	re-profiled budget
Assets, Regeneration & Growth	2019/20	Town Centre	Capital Reserve		(2,430)	re-profiled budget
HRA	2019/20	Major Works (excl Granv Rd)	RCCO/MRA	1,273		re-profiled budget
HRA	2019/20	Regeneration	RCCO/MRA	270		re-profiled budget
HRA	2019/20	Misc - Repairs	RCCO/MRA	109		re-profiled budget
HRA	2019/20	M&E/ GAS	RCCO/MRA	(562)		re-profiled budget
HRA	2019/20	Voids and Lettings	RCCO/MRA	205		re-profiled budget
			Total - 2019/20	(35,131)	(4,555)	
Children's Education, Libraries	2020/21	School place planning (Primary)	Grant	2,250		Additional years added to the programme
Housing	2020/21	Open door	Borrowing	5,985		Additional years added to the programme
Assets, Regeneration & Growth	2020/21	Colindale – Parks, Open Spaces and Sports	Capital Reserve		(500)	re-profiled budget
Assets, Regeneration & Growth	2020/21	Town Centre	Capital Reserve		(1,680)	re-profiled budget
HRA	2020/21	Major Works (excl Granv Rd)	RCCO/MRA	6,970		Additional years added to the programme
HRA	2020/21	Regeneration	RCCO/MRA	525		Additional years added to the programme
HRA	2020/21	Misc - Repairs	RCCO/MRA	2,314		Additional years added to the programme
HRA	2020/21	M&E/ GAS	RCCO/MRA	6,125		Additional years added to the programme
HRA	2020/21	Voids and Lettings	RCCO/MRA	3,655		Additional years added to the programme
			Total - 2020/21	27,824	(2,180)	
Assets, Regeneration & Growth	2021/22	Town Centre	Capital Reserve		(930)	re-profiled budget
HRA	2021/22	Major Works (excl Granv Rd)	RCCO/MRA	7,768		Additional years added to the programme
HRA	2021/22	Regeneration	RCCO/MRA	787		Additional years added to the programme
HRA	2021/22	Misc - Repairs	RCCO/MRA	2,324		Additional years added to the programme
HRA	2021/22	M&E/ GAS	RCCO/MRA	3,615		Additional years added to the programme
HRA	2021/22	Voids and Lettings	RCCO/MRA	3,555		Additional years added to the programme
			Total - 2021/22	18,049	(930)	
Assets, Regeneration & Growth	2022/23	Town Centre	Capital Reserve		(180)	re-profiled budget
			Total - 2022/23		(180)	
Assets, Regeneration & Growth	2023/24	Town Centre	Capital Reserve	70		re-profiled budget
			Total - 2023/24	70		

Theme									
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	7,961	22,136	10,265	-	-	-	-	-	40,362
Assets, Regeneration & Growth	74,174	143,815	72,483	8,062	1,690	750	250	-	301,224
Children's Education, Libraries & safeguarding	37,318	45,871	22,805	6,875	-	-	-	-	112,869
Community Leadership	71	-	-	-	-	-	-	-	71
Environment	23,381	21,767	11,140	-	-	-	-	-	56,288
Housing	23,596	59,338	21,058	7,025	501	251	251	253	112,273
Policy & Resources	10,433	19,671	3,120	2,361	-	-	-	-	35,585
Total - General Fund	176,934	312,598	140,871	24,323	2,191	1,001	501	253	658,672
Housing Revenue Account	50,413	80,312	29,804	19,589	18,049	-	-	-	198,167
Total - all services	227,347	392,910	170,675	43,912	20,240	1,001	501	253	856,839

Theme	Total Funding						
	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	2,000	-	1,961	-	14,913	21,488	40,362
Assets, Regeneration & Growth	59,525	16,647	12,844	5,750	32,351	174,107	301,224
Children's Education, Libraries & safeguarding	72,530	12,022	3,489	-	10,320	14,508	112,869
Community Leadership	-	-	-	71	-	-	71
Environment	10,668	1,137	6,465	741	8,571	28,706	56,288
Housing	5,549	4,090	24,134	60	2,471	75,969	112,273
Policy & Resources	27	516	27,004	-	3,369	4,669	35,585
Total - General Fund	150,299	34,412	75,897	6,622	71,995	319,447	658,672
Housing Revenue Account	4,910	4,000	21,916	117,508	25,281	24,552	198,167
Total - all services	155,209	38,412	97,813	124,130	97,276	343,999	856,839

										TOTAL CAPITAL FUNDING						
Adults & Safeguarding	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	1,961								1,961			1,961				1,961
Sport and Physical Activites	6,000	22,136	10,265						38,401	2,000				14,913	21,488	38,401
Transformation Care Grant																
	7,961	22,136	10,265						40,362	2,000		1,961		14,913	21,488	40,362

Assets, Regeneration & Growth	TOTAL CAPITAL FUNDING															
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		500	500						1,000					1,000		1,000
Mill Hill East	35	15	15	15	440				520			30		35	455	520
BXC - Funding for land aquisition	37,229	58,152	1,010						96,391					3,705	92,686	96,391
Colindale – Highways and Transport	450	3,123	2,823	1,427					7,823	1,190	2,807			3,826		7,823
Colindale – Parks, Open Spaces and Sports	300	3,200	3,000	1,000	500				8,000	300	150			7,550		8,000
Colindale Station Works	500	6,000	6,000	1,500					14,000		11,250			1,500	1,250	14,000
Grahame Park – Community Facilities	200	2,000							2,200		2,200					2,200
West Hendon Highway Improvement		3,600	4,000	3,370					10,970	3,350				7,620		10,970
Town Centre	300	750	1,750	750	750	750	250		5,300	819	240			4,241		5,300
Thames Link Station	14,842	19,263	28,385						62,490	53,866			5,750	2,874		62,490
Office Build	20,218	23,030							43,248						43,248	43,248
Development pipeline	100	182							282						282	282
Development pipeline strategic opportunities fund		24,000	2,000						26,000			12,814			13,186	26,000
Strategic Infrastructure Fund			23,000						23,000						23,000	23,000
	74,174	143,815	72,483	8,062	1,690	750	250		301,224	59,525	16,647	12,844	5,750	32,351	174,107	301,224

Children's Education, Libraries & safeguarding	TOTAL CAPITAL FUNDING															
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	4,373	2,300	2,300						8,973	8,973						8,973
Urgent Primary Places - Temporary Allocated	996	500							1,496	1,496						1,496
Millbrook Park (MHE)	139								139	139						139
Orion Primary School	75								75	75						75
Blessed Dominic/St James	488								488	488						488
Brunswick																
Menorah Foundation	210								210	210						210
St Marys and St Johns	196								196	196						196
Martin Primary	9								9	9						9
Oakleigh School	3								3	3						3
Beis Yakov	25								25	25						25
St Joseph's RC Junior & St Joseph's RC Infants School	27								27	27						27
Monkfrith	347								347	347						347
Wren Academy	234								234	234						234
London Academy	166								166	166						166
Childs Hill																
St Agnes	70	700							770	770						770
Permanent Secondary Expansion Programme																
Christ College																
Copthall	136								136	136						136
Compton	61								61	61						61
Oak Lodge Special School	700	101							801	801						801
St Mary's & St John's	10,185	267							10,452	9,214	1,238					10,452
St James / Blessed Dominic	3,713	14,287	5,000						23,000	16,267	6,733					23,000
Other Projects																
Wave 1 - Northway/Fairway	295								295	295						295
Colindale primary	79								79	79						79
East Barnet & Project Faraday	200								200	200						200
School place planning (Primary)	750	2,000	6,250	6,250					15,250	12,982	2,268					15,250
School place planning (Secondary)	783								783		783					783

Children's Education, Libraries & safeguarding										TOTAL CAPITAL FUNDING						
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SEN	1,692	5,000	5,000						11,692	10,692	1,000					11,692
Alternative Provision	815	5,832	2,000						8,647	6,647					2,000	8,647
Contingency		2,557	1,825	625					5,007						5,007	5,007
Libraries	224	130							354			354				354
Early Education and Childcare place sufficiency	1,886	3,747							5,633	535				3,898	1,200	5,633
Information Management	400	695							1,095			450		645		1,095
Youth Zone	301	3,698							3,999					3,999		3,999
Loft conversion and extension policy for Foster Carers	200	180	130						510			180		200	130	510
New Park House Children's home	78								78					78		78
Libraries Capital works	5,593								5,593	1,463		1,005			3,125	5,593
East Barnet Partnership Library		500							500			500				500
Meadow Close Children's Homes	369	2,377	300						3,046						3,046	3,046
Family Services Estate - building compliance, extensive R&M, H&S, DDA	1,500	1,000							2,500			1,000		1,500		2,500
	37,318	45,871	22,805	6,875					112,869	72,530	12,022	3,489		10,320	14,508	112,869

											TOTAL CAPITAL FUNDING						
Community Leadership	2017-18 spend to month 9	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CCTV Installation		71								71				71			71
		71								71				71			71

Environment	TOTAL CAPITAL FUNDING															
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN																
Local Implementation Plan 2016/17 and onwards	4,868	3,067	1,500						9,435	9,435						9,435
Bus stop Accessibility	150								150	150						150
Bridge Assessment	400								400	400						400
Borough Cycling Programme																
HIGHWAYS non-TfL																
Footway Reconstruction		43							43		43					43
Traffic Management		115							115	4				111		115
Reconstruction of Railway Bridges		650							650			29			621	650
Controlled Parking Zones																
Colindale Station interchange																
Signalisation Improvement - A5 Colindale Ave																
Public Transportation Improvements - in Colindale																
Pedestrian Improvements programme - RAF Museum																
Colindale Hospital Parking Review																
Highways Improvement		364							364		364					364
Travel Plan Implementation		116							116	91				25		116
Carriageways	793	2,630							3,423						3,423	3,423
Highways Planned Maintenance Works Programme		40							40					40		40
Footways Renewal																
Pothole Fund																
Saracens		22							22		16		6			22
Drainage Schemes		70							70	69				1		70
Road Traffic Act - Controlled Parking Zones	112								112		107	4		1		112
Parking		28							28			28				28
Investment in Roads & Pavement (NRP)	11,167	7,253	6,375						24,795				133		24,662	24,795
Cool Oak Lane Bridge																
OTHER ENVIRONMENT																
Old Court House - public toilets		40							40		40					40
Parks & Open Spaces and Tree Planting	133								133	63	70					133
Park Infrastructure	134	331							465	63	402					465
Victoria Park Infrastructure	183	330	110						623			623				623
Data Works Management system		432							432			432				432
Parks Equipment	100	100	100						300			200		100		300
Fuel Storage Tank		60							60					60		60
Waste	294								294					294		294

Environment										TOTAL CAPITAL FUNDING						
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Weekly Collection Support Scheme	488								488	488						488
Replacement Bins	300	436	250						986					986		986
Street litter bins	40	5	5						50		50					50
Vehicles	888	1,143	800						2,831		900			1,931		2,831
Street cleansing and greenspaces - vehicles and equipment	734	472							1,206					1,206		1,206
Refurbish and regenerate Hendon Cemetery and Crematorium	300	883							1,183		592	591				1,183
Hendon Cemetery & Crematorium Enhancement	50	148							198		198					198
Lines and Signs	50	290							340					340		340
Parking Machines	11								11				11			11
CCTV	752	124							876					876		876
CCTV Projects Retention	84								84		84					84
Town Centre Bays		75							75		75					75
Parking signs and lines introduction and replenishment		500	300						800					800		800
Car Parking improvement		500	500						1,000					1,000		1,000
Highways proactive patching	600	600	600						1,800		1,800					1,800
DLO restructure and Investment project	250								250		250					250
Highways (permanent re-instatement)	500	900	600						2,000		1,200			800		2,000
	23,381	21,767	11,140						56,288	10,668	1,137	6,465	741	8,571	28,706	56,288

										TOTAL CAPITAL FUNDING						
Housing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road		1	1	1	1	1	1	3	9			9				9
Hostel Refurbishment Programme																
Housing Association Development Programme - New Affordable Homes		1,416							1,416		1,416					1,416
Chilvins Court		60							60				60			60
Disabled Facilities Grants Programme	2,587	2,392	2,760	500	500	250	250	250	9,489	5,516		973		1,250	1,750	9,489
Empty Properties	1,000	2,000	2,000	467					5,467			2,972		1,000	1,495	5,467
Decent Homes Programme	221	207	107						535			314		221		535
DECC - Fuel Povety	30	3							33	33						33
Out of borough acquisition	8,958								8,958						8,958	8,958
Modular Homes		1,508							1,508						1,508	1,508
Open Door	10,000	49,031	16,190	6,057					81,278			19,020			62,258	81,278
Tranche 3 Open Door	700								700		700					700
Micro sites	100	2,720							2,820		1,974	846				2,820
	23,596	59,338	21,058	7,025	501	251	251	253	112,273	5,549	4,090	24,134	60	2,471	75,969	112,273

										TOTAL CAPITAL FUNDING						
Policy & Resources	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	4,789	5,000							9,789			9,763			26	9,789
Community Centre - Tarling Road	1,231	3,073	120						4,424		516	265			3,643	4,424
Asset Management	535	3,000	1,000						4,535			1,453		2,082	1,000	4,535
Information Management																
Centre for Independent Living & Libraries	10								10	7				3		10
Daws Lane Community Centre		1,224							1,224			1,224				1,224
ICT strategy	2,138	2,000	2,000	2,361					8,499			8,116		383		8,499
Community Hub & Child Hill Library	20	1,520							1,540	20		1,520				1,540
Customer Services Transformation Programme	1,681	3,133							4,814			3,913		901		4,814
Implementation of Locality Strategy	29	721							750			750				750
	10,433	19,671	3,120	2,361					35,585	27	516	27,004		3,369	4,669	35,585

Housing Revenue Account	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	5,229	5,496	5,823	6,970	7,768				31,286				31,286			31,286
Regeneration	1,019	1,366	990	525	787				4,687				4,687			4,687
Misc - Repairs	2,238	2,706	2,314	2,314	2,324				11,896				11,896			11,896
M&E/ GAS	11,009	5,406	5,695	6,125	3,615				31,850				31,850			31,850
Void and Lettings	4,460	3,677	3,605	3,655	3,555				18,952				18,952			18,952
New Affordable Homes	214								214				214			214
Advanced Acquisitions (Regen Estates)	5,794	4,213							10,007			1,875			8,132	10,007
Moreton Close	4,300	8,356							12,656		4,000	1,856	300		6,500	12,656
Tranche 3	1,277								1,277			1,277				1,277
Direct Acquisitions	1,800								1,800			444	348		1,008	1,800
Dollis Valley	5,000	4,787	1,500						11,287			11,287				11,287
Extra Care Pipeline		26,638	8,877						35,515	4,080		3,000		23,015	5,420	35,515
Burnt Oak Broadway Flats	25	3,964	1,000						4,989			1,497			3,492	4,989
Upper & Lower Fosters Community Led Design	1,342	1,293							2,635	830		195	475	1,135		2,635
Development Pipeline Stag House	1,206	410							1,616			485		1,131		1,616
HRA Fire Safety Programme	5,500	12,000							17,500				17,500			17,500
	50,413	80,312	29,804	19,589	18,049				198,167	4,910	4,000	21,916	117,508	25,281	24,552	198,167

Directorate	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	2,032	-	-	-	-	-	-	-	2,032
Commissioning Group	36,651	64,837	13,385	2,361	-	-	-	-	117,234
Education and Skills	26,767	33,544	22,375	6,875	-	-	-	-	89,561
Family Services	10,551	12,327	430	-	-	-	-	-	23,308
Housing Needs Resources	20,758	55,320	18,191	6,525	1	1	1	3	100,800
Parking and Infrastructure	2,247	2,989	2,000	-	-	-	-	-	7,236
Regional Enterprise	74,634	140,232	83,225	8,562	2,190	1,000	500	250	310,593
Street Scene	3,294	3,349	1,265	-	-	-	-	-	7,908
Total - General Fund	176,934	312,598	140,871	24,323	2,191	1,001	501	253	658,672
Housing Revenue Account	50,413	80,312	29,804	19,589	18,049	-	-	-	198,167
Total - all services	227,347	392,910	170,675	43,912	20,240	1,001	501	253	856,839

Directorate	Total Funding						
	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	-	-	1,961	71	-	-	2,032
Commissioning Group	2,027	516	27,004	-	18,282	69,405	117,234
Education and Skills	70,532	12,022	-	-	-	7,007	89,561
Family Services	1,998	-	3,489	-	10,320	7,501	23,308
Housing Needs Resources	-	2,674	22,847	60	1,000	74,219	100,800
Parking and Infrastructure	-	-	3,409	11	3,816	-	7,236
Regional Enterprise	75,128	18,688	14,982	6,480	34,000	161,315	310,593
Street Scene	614	512	2,205	-	4,577	-	7,908
Total - General Fund	150,299	34,412	75,897	6,622	71,995	319,447	658,672
Housing Revenue Account	4,910	4,000	21,916	117,508	25,281	24,552	198,167
Total - all services	155,209	38,412	97,813	124,130	97,276	343,999	856,839

Adults and Communities	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	1,961								1,961			1,961				1,961
CCTV Installation	71								71				71			71
	2,032								2,032			1,961	71			2,032

Commissioning Group	2017-18 spend to month 9	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	4,382	4,789	5,000							9,789			9,763			26	9,789
Community Centre - Tarling Road	(52)	1,231	3,073	120						4,424		516	265			3,643	4,424
Asset Management	487	535	3,000	1,000						4,535			1,453		2,082	1,000	4,535
Centre for Independent Living & Libraries	6	10								10	7				3		10
Daws Lane Community Centre	0		1,224							1,224			1,224				1,224
ICT strategy	1,664	2,138	2,000	2,000	2,361					8,499			8,116		383		8,499
Community Hub & Child Hill Library	20	20	1,520							1,540	20		1,520				1,540
Customer Services Transformation Programme	1,234	1,681	3,133							4,814			3,913		901		4,814
Implementation of Locality Strategy	29	29	721							750			750				750
Sport and Physical Activities	877	6,000	22,136	10,265						38,401	2,000				14,913	21,488	38,401
Office Build	10,297	20,218	23,030							43,248						43,248	43,248
	18,944	36,651	64,837	13,385	2,361					117,234	2,027	516	27,004	-	18,282	69,405	117,234

										TOTAL CAPITAL FUNDING						
Education and Skills	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	4,373	2,300	2,300						8,973	8,973						8,973
Urgent Primary Places - Temporary Allocated	996	500							1,496	1,496						1,496
Millbrook Park (MHE)	139								139	139						139
Orion Primary School	75								75	75						75
Blessed Dominic/St James	488								488	488						488
Menorah Foundation	210								210	210						210
St Marys and St Johns	196								196	196						196
Martin Primary	9								9	9						9
Oakleigh School	3								3	3						3
Beis Yakov	25								25	25						25
St Joseph's RC Junior & St Joseph's RC Infants School	27								27	27						27
Monkfrith	347								347	347						347
Wren Academy	234								234	234						234
London Academy	166								166	166						166
St Agnes	70	700							770	770						770
Permanent Secondary Expansion Programme																
Christ College																
Copthall	136								136	136						136
Compton	61								61	61						61
Oak Lodge Special School	700	101							801	801						801
St Mary's & St John's	10,185	267							10,452	9,214	1,238					10,452
St James / Blessed Dominic	3,713	14,287	5,000						23,000	16,267	6,733					23,000
Other Projects																
Wave 1 - Northway/Fairway	295								295	295						295
Colindale primary	79								79	79						79
East Barnet & Project Faraday	200								200	200						200
School place planning (Primary)	750	2,000	6,250	6,250					15,250	12,982	2,268					15,250
School place planning (Secondary)	783								783		783					783
SEN	1,692	5,000	5,000						11,692	10,692	1,000					11,692

										TOTAL CAPITAL FUNDING						
Education and Skills	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alternative Provision	815	5,832	2,000						8,647	6,647					2,000	8,647
Contingency		2,557	1,825	625					5,007						5,007	5,007
	26,767	33,544	22,375	6,875					89,561	70,532	12,022			-	7,007	89,561

										TOTAL CAPITAL FUNDING						
Family Services	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries	224	130							354			354				354
Early Education and Childcare place sufficiency	1,886	3747							5,633	535				3,898	1,200	5,633
Information Management	400	695							1,095			450		645		1,095
Youth Zone	301	3698							3,999					3,999		3,999
Loft conversion and extension policy for Foster Carers	200	180	130						510			180		200	130	510
New Park House Children's home	78								78					78		78
Libraries Capital works	5,593								5,593	1,463		1,005			3,125	5,593
East Barnet Partnership Library		500							500			500				500
Meadow Close Children's Homes	369	2377	300						3,046						3,046	3,046
Family Services Estate - building compliance, extensive R&M, H&S, DDA	1,500	1000							2,500			1,000		1,500		2,500
	10,551	12,327	430						23,308	1,998		3,489		10,320	7,501	23,308

										TOTAL CAPITAL FUNDING						
Housing Needs Resources	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Empty Properties	1,000	2,000	2,000	467					5,467			2,972		1,000	1,495	5,467
Alexandra Road		1	1	1	1	1	1	3	9			9				9
Hostel Refurbishment Programme																
Chilvins Court		60							60				60			60
Out of borough acquisition	8,958								8,958						8,958	8,958
Modular Homes		1,508							1,508						1,508	1,508
Open Door	10,000	49,031	16,190	6,057					81,278			19,020			62,258	81,278
Tranche 3 Open Door	700								700	700						700
Micro sites	100	2,720							2,820	1,974	846					2,820
	20,758	55,320	18,191	6,525	1	1	1	3	100,800	-	2,674	22,847	60	1,000	74,219	100,800

										TOTAL CAPITAL FUNDING						
Parking and Infrastructure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lines and Signs	50	290							340					340		340
Parking Machines	11								11				11			11
CCTV	752	124							876					876		876
CCTV Projects Retention	84								84			84				84
Town Centre Bays		75							75			75				75
Parking signs and lines introduction and replenishment		500	300						800					800		800
Car Parking improvement		500	500						1,000					1,000		1,000
Highways (permanent re-instatement)	500	900	600						2,000			1,200		800		2,000
Highways proactive patching	600	600	600						1,800			1,800				1,800
DLO restructure and Investment project	250								250			250				250
	2,247	2,989	2,000						7,236	-	-	3,409	11	3,816		7,236

Regional Enterprise	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	TOTAL CAPITAL FUNDING						
										Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		500	500						1,000					1,000		1,000
Mill Hill East	35	15	15	15	440				520			30		35	455	520
BXC - Funding for land aquisition	37,229	58,152	1,010						96,391					3,705	92,686	96,391
Colindale – Highways and Transport	450	3,123	2,823	1,427					7,823	1,190	2,807			3,826		7,823
Colindale – Parks, Open Spaces and Sports	300	3,200	3,000	1,000	500				8,000	300	150			7,550		8,000
Colindale Station Works	500	6,000	6,000	1,500					14,000		11,250			1,500	1,250	14,000
Grahame Park – Community Facilities	200	2,000							2,200		2,200					2,200
West Hendon Highway Improvement		3,600	4,000	3,370					10,970	3,350				7,620		10,970
Town Centre	300	750	1,750	750	750	750	250		5,300	819	240			4,241		5,300
Thames Link Station	14,842	19,263	28,385						62,490	53,866			5,750	2,874		62,490
Development pipeline	100	182							282						282	282
Development pipeline strategic opportunities fund		24,000	2,000						26,000			12,814			13,186	26,000
Strategic Infrastructure Fund			23,000						23,000						23,000	23,000
Housing Association Development Programme - New Affordable Homes		1,416							1,416		1,416					1,416
Disabled Facilities Grants Programme	2,587	2,392	2,760	500	500	250	250	250	9,489	5,516		973		1,250	1,750	9,489
Refurbish and regenerate Hendon Cemetery and Crematorium	300	883							1,183			592	591			1,183
Hendon Cemetery & Crematorium Enhancement	50	148							198			198				198
Decent Homes Programme	221	207	107						535			314		221		535
DECC - Fuel Povety	30	3							33	33						33
	74,634	140,232	83,225	8,562	2,190	1,000	500	250	310,593	75,128	18,688	14,982	6,480	34,000	161,315	310,593

										TOTAL CAPITAL FUNDING						
Streetscene	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Old Court House - public toilets		40							40		40					40
Parks & Open Spaces and Tree Planting	133								133	63	70					133
Park Infrastructure	134	331							465	63	402					465
Victoria Park Infrastructure	183	330	110						623			623				623
Data Works Management system		432							432			432				432
Parks Equipment	100	100	100						300			200		100		300
Fuel Storage Tank		60							60					60		60
Waste	294								294					294		294
Weekly Collection Support Scheme	488								488	488						488
Replacement Bins	300	436	250						986					986		986
Street litter bins	40	5	5						50			50				50
Vehicles	888	1,143	800						2,831			900		1,931		2,831
Street cleansing and greenspaces - vehicles and equipment	734	472							1,206					1,206		1,206
	3,294	3,349	1,265						7,908	614	512	2,205		4,577		7,908

Housing Revenue Account	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	5,229	5,496	5,823	6,970	7,768				31,286				31,286			31,286
Regeneration	1,019	1,366	990	525	787				4,687				4,687			4,687
Misc - Repairs	2,238	2,706	2,314	2,314	2,324				11,896				11,896			11,896
M&E/ GAS	11,009	5,406	5,695	6,125	3,615				31,850				31,850			31,850
Void and Lettings	4,460	3,677	3,605	3,655	3,555				18,952				18,952			18,952
New Affordable Homes	214								214				214			214
Advanced Acquisitions (Regen Estates)	5,794	4,213							10,007			1,875			8,132	10,007
Moreton Close	4,300	8,356							12,656		4,000	1,856	300		6,500	12,656
Tranche 3	1,277								1,277			1,277				1,277
Direct Acquisitions	1,800								1,800			444	348		1,008	1,800
Dollis Valley	5,000	4,787	1,500						11,287			11,287				11,287
Extra Care Pipeline		26,638	8,877						35,515	4,080		3,000		23,015	5,420	35,515
Burnt Oak Broadway Flats	25	3,964	1,000						4,989			1,497			3,492	4,989
Upper & Lower Fosters Community Led Design	1,342	1,293							2,635	830		195	475	1,135		2,635
Development Pipeline Stag House	1,206	410							1,616			485		1,131		1,616
HRA Fire Safety Programme	5,500	12,000							17,500				17,500			17,500
	50,413	80,312	29,804	19,589	18,049				198,167	4,910	4,000	21,916	117,508	25,281	24,552	198,167

This page is intentionally left blank

Housing Revenue Account (HRA)

HRA business plan

1. HRA Business Plan Overview

1.1 Following the introduction of self – financing for Housing Revenue Accounts in April 2012, the council developed an HRA business plan which sets out priorities for investment in council housing in the borough.

1.2 The HRA settlement meant that the council will benefit from reduced HRA expenditure, as the cost of servicing the HRA debt figure is lower than the amount that was being paid to treasury in the form of negative subsidy.

1.3 In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.

1.4 The current HRA business plan takes account of a number of national policies that impact on the HRA, including:

- **Rents policy** – social housing rents will reduce by 1% per annum for 4 years from 2016 and will increase up to the Consumer Prices Index (CPI) plus 1% for five years from April 2020.
- **Right to Buy** – sales have increased following the enhancement of the Right to Buy scheme for council tenants
- **Sale of high value homes** – local authorities may pay a levy to the government which assumes that high value council homes will be sold as they become empty. This will fund an extension of right to buy to housing association tenants. Authorities have yet to receive confirmation as to when the levy will be payable
- **Pay to stay** – A proposal to see council tenants earning more than £40,000 per year paying higher rents, which could increase right to buy sales
- **Welfare Reform** – is expected to see an increase in bad debt.

1.5. The implementation of the Sale of High Value homes has yet to be implemented by the Government and the HRA Business Plan will be adjusted to take these changes into account.

2. HRA Priorities

2.1 The following priorities have been identified in the HRA business plan:

- Maintaining the quality of the existing supply of council housing
- Investment in the delivery of new affordable homes to rent

- Increasing the supply of housing to help tackle homelessness
- Investment in new homes for vulnerable people
- Efficient and effective services

3. Investment Plan

- 3.1 The following allocations of funding have already been agreed (for 17/18 to 19/20) and are progressing:

Existing stock – Investment of £98.7m for repairs and maintenance

HRA Fire Safety Programme - investment of £17.5m to meet the cost of fire safety improvements

Burnt Oak Broadway flats - £5m to provide new additional flats

Supported Housing - £12.6m for supported scheme at Morton close

Direct Acquisitions - £2m funding to enable the purchase of additional housing stock

Regeneration - £10m for advanced acquisitions on regeneration estates

Extra care Pipeline - £36.7m to provide additional supported housing.

- 3.2 The Autumn Budget 2017 included a number of measures aimed at increasing housing supply including the lifting of Housing Revenue Account caps in high demand areas to get councils building. Local authorities will be invited to bid for increases in their caps from 2019-20, up to a total of £1 billion by the end of 2021-22. This will assist the council's fire safety improvements and additional commitments.
- 3.3 The council's Arm's Length Management Organisation (ALMO), Barnet Homes, was approved by the Homes and Communities Agency (HCA) as a Registered Provider (RP) Open Door Homes in 2016,. Open Door will build and own new homes on HRA land.
- 3.4 The new homes provided will be built with the aid of a loan approved by Policy and Resources Committee. This will free up resources within the HRA to acquire properties on the open market for use as council housing, as well as provide a small number of new homes on infill sites within the HRA.

Adults Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Residential and Nursing Care (1) *		Standard Charge persons aged 60+		£134.45	138.1	£3.65	2.71%	Non-Standard cases assessed in accordance with charging policy	
			Standard Charge persons aged 25- 59		£80.75	£81.75	£1.00	1.24%	Non-Standard cases assessed in accordance with charging policy	
			Standard Charge persons aged 18- 25		£65.55	£66.55	£1.00	1.53%	Non-Standard cases assessed in accordance with charging policy	
	Respite Care (All client groups) (2)		Residential Respite (per week)		£97.40	£101.05	£3.65	3.75%	Non-Standard cases assessed in accordance with charging policy	
	Other Community Support Services (4) ** Assessed in accordance with charging policy for community based services - Fairer Contributions Policy				Up to full cost	Up to full cost				
	Clients' access to files		Statutory charge		£15.00	£15.00	£0.00	0.00%		
	Charges for arranging care for people above capital/savings threshold		Standard hourly brokerage charge		£22.93	£22.93	£0.00	0.00%		
			Standard hourly administrative charge		£14.31	£14.31	£0.00	0.00%		
	Charges for Universal Deferred Payments		Standard hourly administrative and processing charge		£18.27	£18.27	£0.00	0.00%	The interest rate for deferred payments was set at 1% from 1 April 2016. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer.	
			Standard legal hourly charge		£52.29	£52.29	£0.00	0.00%		
			Non- standard legal hourly charge e.g debt recovery		£71.59	£71.59	£0.00	0.00%		
			Land Registry Fees		£26.00	£26.00	£0.00	0.00%		
			Property Valuation Fees		£250.00	£250.00	£0.00	0.00%		

Assurance Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/above inflation
Governance	Schools Admissions	Governance	Cost per Appeal	per appeal	£173.40	£0.00	£-173.40		Buy in service for school appeals to be deleted	
Governance		Governance	Cost per Appeal - appeal hearings with five or more per day	per appeal	£153.00	£153.00	£0.00	0.00%		
Governance		Governance	Cost per withdrawn/cancelled Appeal - appeal outside of 10 workings days. Full fees apply inside this time period	per appeal	£58.14	£58.14	£0.00	0.00%		
Electoral Services	Full Electoral Register	Electoral Services	Purchase Full Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. only available to recipients named in legislation (e.g. registered political parties, credit reference agencies)	per 1000 electors or part thereof	Paper Copy: £10.00 + £5.00 per 1000 electors or part thereof	Paper Copy: £10.00 + £5.00 per 1000 electors or part thereof	£0.00	0.00%		
				per 1000 electors or part thereof	Data Copy: £20.00 + £1.50 per 1000 electors or part thereof	Data Copy: £20.00 + £1.50 per 1000 electors or part thereof	£0.00	0.00%		
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: £10.00 + £5.00 per 1000 electors or part thereof	Paper Copy: £10.00 + £5.00 per 1000 electors or part thereof	£0.00	0.00%		
				per 1000 electors or part thereof	Data Copy: £20.00 + £1.50 per 1000 electors or part thereof	Data Copy: £20.00 + £1.50 per 1000 electors or part thereof	£0.00	0.00%		
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: £10.00 + £2.00 per 1000 electors or part thereof	Paper Copy: £10.00 + £2.00 per 1000 electors or part thereof	£0.00	0.00%		
				per 1000 electors or part thereof	Data Copy: £10.00 + £1.00 per 1000 electors or part thereof	Data Copy: £10.00 + £1.00 per 1000 electors or part thereof	£0.00	0.00%		
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	£0.00	0.00%		
Electoral Services		Electoral Services	2 - 5 Years £24.50	Per letter	2 - 5 Years £24.50	2 - 5 Years £24.50	£0.00	0.00%		
Electoral Services		Electoral Services	Over 5 Years £29.50	Per letter	Over 5 Years £29.50	Over 5 Years £29.50	£0.00	0.00%		

Hendon Town Hall Parties, Fairs and Events Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Mon-Fri full day	13hrs (8am to 9pm)	£600.00	£600.00	£0.00	0.00%		
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Saturday full day	13hrs (8am to 9pm)	£750.00	£750.00	£0.00	0.00%		
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Sunday full day	13hrs (8am to 9pm)	£900.00	£900.00	£0.00	0.00%		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Mon-Fri full day	13hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Saturday full day	13hrs (8am to 9pm)	£600.00	£600.00	£0.00	0.00%		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Sunday full day	13hrs (8am to 9pm)	£750.00	£750.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Mon-Fri full day	13hrs (8am to 9pm)	£250.00	£250.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Saturday full day	13hrs (8am to 9pm)	£300.00	£300.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Sunday full day	13hrs (8am to 9pm)	£350.00	£350.00	£0.00	0.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Mon-Fri full day	6.5 hrs (8am to 9pm)	£300.00	£300.00	£0.00	0.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Saturday full day	6.5 hrs (8am to 9pm)	£375.00	£375.00	£0.00	0.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Sunday full day	6.5 hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Mon-Fri full day	6.5 hrs (8am to 9pm)	£225.00	£225.00	£0.00	0.00%		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Saturday full day	6.5 hrs (8am to 9pm)	£300.00	£300.00	£0.00	0.00%		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Sunday full day	6.5 hrs (8am to 9pm)	£375.00	£375.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Mon-Fri full day	6.5 hrs (8am to 9pm)	£125.00	£125.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Saturday full day	6.5 hrs (8am to 9pm)	£150.00	£150.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Sunday full day	6.5 hrs (8am to 9pm)	£175.00	£175.00	£0.00	0.00%		

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Licence Fee	Environmental Health	Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£1,167 made up of: Fee1-£563 Fee 2-£604	£1,202 made up of: Fee1-£580 Fee 2-£622	£35.00 £17.00 £18.00	3.00% 3.02% 2.98%		
Re	Licence Fee	Environmental Health	Assisted Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£1,276 made up of: Fee1-£672 Fee 2-£604	£1,314 made up of: Fee1-£692 Fee 2-£622	£38.00 £20.00 £18.00	2.98% 2.98% 2.98%		
Re	Licence Fee	Environmental Health	Licence fee up to 5 units of accommodation (on-line application - when available) for 5 years	Per HMO	£1,147 made up of Fee1-£530 Fee 2-£617	£1,182 made up of Fee1-£546 Fee 2-£636	£35.00 £16.00 £19.00	3.05% 3.02% 3.08%		
Re	Licence Fee	Environmental Health	Assisted Licence fee up to 5 units of accommodation (online application- when available) for 5 years	Per HMO	£1,244 made up of Fee1-£627 Fee 2-£617	£1,282 made up of Fee1-£646 Fee 2-£636	£38.00 £19.00 £19.00	3.05% 3.03% 3.08%		
Re	Licence Fee	Environmental Health	HMO Licensing Fee for a 1 year licence (paper application)	Per HMO	£760 made up of Fee1-£563 Fee 2-£197	£783 made up of Fee1-£580 Fee 2-£203	£23.00 £17.00 £6.00	3.03% 3.02% 3.05%		
Re	Licence Fee	Environmental Health	HMO Licensing Assisted fee for a 1 year licence (paper application)	Per HMO	£869 made up of Fee1-£672 Fee 2-£197	£895 made up of Fee1-£692 Fee 2-£203	£26.00 £20.00 £6.00	2.99% 2.98% 3.05%		
Re	Licence Fee	Environmental Health	HMO Licensing Fee for a 1 year licence (on line application)	Per HMO	£ 727 made up of Fee1-£530 Fee 2- £197	£ 749 made up of Fee1-£546 Fee 2- £203	£22.00 £16.00 £6.00	3.03% 3.02% 3.05%		
Re	Licence Fee	Environmental Health	HMO Licensing Assisted fee for a 1 year licence (on line application)	Per HMO	£824 made up of Fee1- £627 Fee 2- £197	£849 made up of Fee1- £646 Fee 2- £203	£25.00 £19.00 £6.00	3.03% 3.03% 3.05%		
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£998 made up of Fee1- £394 Fee 2- £604	£1028 made up of Fee1- £406 Fee 2- £622	£30.00 £12.00 £18.00	3.01% 3.05% 2.98%		
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 5 years	Per HMO	£1,035 made up of Fee1-£431 Fee 2- £604	£1,066 made up of Fee1-£444 Fee 2- £622	£31.00 £13.00 £18.00	3.00% 3.02% 2.98%		
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO	£977 made up of Fee1-£360 Fee 2- £617	£1,007 made up of Fee1-£371 Fee 2- £636	£30.00 £11.00 £19.00	3.07% 3.06% 3.08%		
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (on-line application, when introduced)for 5 years	Per HMO	£ 1,014 made up of Fee1- £397 Fee 2- £617	£ 1,045 made up of Fee1- £409 Fee 2- £636	£31.00 £12.00 £19.00	3.06% 3.02% 3.08%		
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO	£591 made up of Fee1- £394 Fee 2- £197	£609 made up of Fee1- £406 Fee 2- £203	£18.00 £12.00 £6.00	3.05% 3.05% 3.05%		
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 1 year	Per HMO	£628 made up of Fee1- £431 Fee 2- £197	£647 made up of Fee1- £444 Fee 2- £203	£19.00 £13.00 £6.00	3.03% 3.02% 3.05%		
Re	Licence Fee	Environmental Health	HMO Licensing Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	£557 made up of Fee1- £360 Fee 2- £197	£574 made up of Fee1- £371 Fee 2- £203	£17.00 £11.00 £6.00	3.05% 3.06% 3.05%		
Re	Licence Fee	Environmental Health	HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	£ 594 made up of Fee1- £397 Fee 2- £197	£612 made up of Fee1- £409 Fee 2- £203	£18.00 £12.00 £6.00	3.03% 3.02% 3.05%		
Re	Licence Fee	Environmental Health	Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	£25.00	£26.00	£1.00	4.00%		

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Licence Fee	Environmental Health	Discount for accredited landlords	Per HMO	10.00%	10.00%	£0.00	0.00		
Re	Licence Fee	Environmental Health	Discount for registered charities	Per HMO	10.00%	10.00%	£0.00	0.00		
Re	Licence Fee	Environmental Health	Fee associated with an abortive visit	Per HMO	£73.00	£75.00	£2.00	2.74%		
Re	Licence Fee	Environmental Health	Licence holder changing nominated manager	Per request	£84.50	£0.00	£-84.50	-100.00%	No fee to be charged	
Re	Licence Fee	Environmental Health	Change in Licence holder	Per request	As per new application	As per new application				
Re	Licence Fee	Environmental Health	Recovery fee for dishonoured cheque	Each	£50.00	£52.00	£2.00	4.00%		
Housing Act										
Re	Private Sector Housing Fees	Environmental Health	Waiver of fee for notices i.e. Improvement Notice , Suspended Improvement Order, Prohibition Order, Emergency Prohibition Order, Suspended Prohibition Order, Emergency Remedial Action excluding the cost of all /any works completed/certificates obtained.	Each	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.			No change	
Re	Private Sector Housing Fees	Environmental Health	Service of an Improvement Notice	Each	£477.00	£491.00	£14.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Improvement Notice	Each	£477.00	£491.00	£14.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Prohibition Order	Each	£408.00	£420.00	£12.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Prohibition Order	Each	£408.00	£420.00	£12.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of an Emergency Prohibition Order	Each	£408.00	£420.00	£12.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Demolition Order	Each	Cost of administration and works.	Cost of administration and works.				
Re	Private Sector Housing Fees	Environmental Health	Taking Emergency Remedial Action	Each	£409.00 plus the cost of work	£421.00 plus the cost of work	£7.00	1.71%		
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if electrical certificate is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if a gas certificate is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if legal advice is obtained e.g. to interpret leasehold/freehold responsibilities	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if a structural engineers report is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Copying grant files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.				
Re	Private Sector Housing Fees	Environmental Health	Copying enforcement files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.				

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Prohibition Order	Each	new	£316.00	£316.00	100.00%	The new fees are being introduced as the Council has the ability to charge for these functions but have not considered a fee previously. They are in line with other enforcement fees already approved. https://barnet.intranet.moderngov.co.uk/documents/s42705/Private%20Sector%20Housing%20Fees%20and%20Charges%202018-19.pdf	
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Improvement Notice	Each	new	£313.00	£313.00	100.00%	The new fees are being introduced as the Council has the ability to charge for these functions but have not considered a fee previously. They are in line with other enforcement fees already approved. https://barnet.intranet.moderngov.co.uk/documents/s42705/Private%20Sector%20Housing%20Fees%20and%20Charges%202018-19.pdf	
Re	Private Sector Housing Fees	Environmental Health	Hazard Awareness Notice	Each	new	£288.00	£288.00	100.00%	The new fees are being introduced as the Council has the ability to charge for these functions but have not considered a fee previously. They are in line with other enforcement fees already approved. https://barnet.intranet.moderngov.co.uk/documents/s42705/Private%20Sector%20Housing%20Fees%20and%20Charges%202018-19.pdf	
Completion of Works										
Re	Private Sector Housing Fees	Environmental Health	To carry out work(s) in default of a notice recipient		All costs to be recorded on an hourly rate up to £84.00 from non compliance visit and charged accordingly	All costs to be recorded on an hourly rate up to £86.50 from non compliance visit and charged accordingly	£2.50 increase to hourly rate	2.98% increase to hourly rate		
Re	Private Sector Housing Fees	Environmental Health	Empty Property Agency Service		Up to 15.00% of the cost of the building works, or up to 12.50% of the cost of the building works if the cost of the work is above £75k and up to 10.00% if the cost of the work is over £100k. Minimum fee £156.00	Up to 15.00% of the cost of the building works, or up to 12.50% of the cost of the building works if the cost of the work is above £75k and up to 10.00% if the cost of the work is over £100k. Minimum fee £165.00	£9.00 increase to hourly rate	5.77% increase to minimum fee		

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Voluntary Works In Default Service		Up to 15.00% of the cost of the building works, or up to 12.50% of the cost of the building works if the cost of the work is above £75k and up to 10.00% if the cost of the work is over £100k. Minimum fee £156.00	Up to 15.00% of the cost of the building works, or up to 12.50% of the cost of the building works if the cost of the work is above £75k and up to 10.00% if the cost of the work is over £100k. Minimum fee £165.00	£9.00 increase to hourly rate	5.77% increase to minimum fee	Service to be paid for in full on completion unless the applicant has proven significant financial difficulties.	
Home Improvement Agency										
Re	Private Sector Housing Fees	Environmental Health	Full Home Improvement Agency service		Up to 17.50% of the cost of the building works, or up to 15.00% of the cost of the building works if the cost of the work is above £75k and up to 10.00% if the cost of the work is over £100k. Minimum fee £156.00	Up to 17.50% of the cost of the building works, or up to 15.00% of the cost of the building works if the cost of the work is above £75k and up to 10.00% if the cost of the work is over £100k. Minimum fee £160.00	£4.00 increase in minimum fee	2.56% increase to minimum fee	Full service would include obtaining planning permission, building control approval, seeking tenders for work, design of the scheme and supervision of the building work	
Re	Private Sector Housing Fees	Environmental Health	Assisted grant process		Up to 12.50% of the cost of the building work, Minimum fee £156.00	Up to 12.50% of the cost of the building work. Minimum fee £160.00	£4.00	2.56% increase to minimum fee	Assisted grant process would include obtaining estimates for work, arranging for contractors to complete the work, inspection of work on completion, snagging if necessary	
Re	Private Sector Housing Fees	Environmental Health	Enquiry including historical data multiple addresses	Each	£109.00	£112.00	£3.00	2.75%	Increased in line with inflation	
Housing Reports										
Re	Private Sector Housing Fees	Environmental Health	Fire risk assessment for standard HMO	Each	Up to £400.00 for a standard HMO plus hourly rate up to £84.00 for revisits and/or additional advice.	Up to £590.00 for a standard HMO plus hourly rate up to £85.40 for revisits and/or additional advice	Up to £190.00 for a standard HMO plus hourly rate up to £1.40 for revisits and/or additional advice	Up to 47.50% for standard HMO Up to 1.67% for revisits and/or additional advice	The original fee was introduced prior to the development of the service. It is now felt that this is an appropriate fee to cover the level of detailed consideration required for this service. https://barnet.intranet.moderngov.co.uk/documents/s42705/Private%20Sector%20Housing%20Fees%20and%20Charges%202018-19.pdf	To assist landlords in managing their properties.
Re	Private Sector Housing Fees	Environmental Health	Inspection of house in multiple occupation and provision of inspection report e.g. HHSRS inspection to meet visa requirements or on a consultancy basis	Each	£291.00 plus hourly rate up to £84.00 for revisits and/or additional advice.	£300.00 plus hourly rate up to £86.50 for revisits and/or additional advice.	£9.00 increase to hourly rate	3.09%		
Re	Private Sector Housing Fees	Environmental Health	Inspection of single occupied dwelling and provision of inspection report e.g. HHSRS inspection to meet visa requirements or on a consultancy basis	Each	£231.00 plus hourly rate up to £84.00 for revisits and/or additional advice	£238.00 plus hourly rate up to £86.50 for revisits and/or additional advice	£7.00 increase to hourly rate	3.03%		

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	HMO Set Up Advice Service	Each	£425.00 plus hourly rate up to £84.00 for revisits and/or additional advice.	£438.00 plus hourly rate up to £86.50 for revisits and/or additional advice	£13.00 increase to hourly rate	3.06%		

Births, Deaths and Marriages Fees 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Certificates from archived registers		Standard Birth, Death, Marriage and civil partnership certificate	per certificate	£15.00	£15.00	£0.00	0.00%	Statutory Cert. £10 Discretionary Admin Charge £5	
			Short Birth Certificate	per certificate	£15.00	£15.00	£0.00	0.00%	Statutory Cert. £10 Discretionary Admin Charge £5	
			Priority service certificate - same day	per certificate	£20.00	£20.00	£0.00	0.00%	Nature of fee: Discretionary	
			Standard Birth Death Marriage or Civil Partnership certificates (at registration)	per certificate	£4.00	£4.00	£0.00	0.00%	Nature of fee: Statutory	
			Standard Birth Death Marriage or Civil Partnership certificates (after registration)	per certificate	£7.00	£7.00	£0.00	0.00%	Nature of fee: Statutory	
	Notice of marriage and civil partnership		British and EU national	Per notice	£35.00	£35.00	£0.00	0.00%	Nature of fee: Statutory	
			If referred for immigration purposes	Per notice	£47.00	£47.00	£0.00	0.00%	Nature of fee: Statutory	
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Heritage Room	Administration fee for change of date or time	Per Ceremony	£20.00	£20.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Mondays to Thursdays (Before 4pm)	Per Ceremony	£150.00	£150.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Friday (before 4pm)	Per Ceremony	£175.00	£175.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Saturday (before 4pm)	Per Ceremony	£250.00	£250.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Sundays and Public Holidays (Before 4pm)	Per Ceremony	£325.00	£325.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Monday to Thursday (after 4 pm)	Per Ceremony	£320.00	£320.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Friday (after 4 pm)	Per Ceremony	£320.00	£320.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Saturday – (after 4pm)	Per Ceremony	£350.00	£350.00	£0.00	0.00%	Nature of fee: Discretionary	
		Heritage Room	Sundays and Public Holidays – (after 4pm)	Per Ceremony	£450.00	£450.00	£0.00	0.00%	Nature of fee: Discretionary	
	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	£200.00	£0.00	0.00%	Nature of fee: Discretionary	
		Committee Room 1&2	Friday (before 4pm)	Per Ceremony	£225.00	£225.00	£0.00	0.00%	Nature of fee: Discretionary	
		Committee Room 1&2	Saturday (before 4pm)	Per Ceremony	£300.00	£300.00	£0.00	0.00%	Nature of fee: Discretionary	
		Committee Room 1&2	Sundays and Public Holidays (before 4pm)	Per Ceremony	£375.00	£375.00	£0.00	0.00%	Nature of fee: Discretionary	
		Committee Room 1&2	Monday to Friday (after 4 pm)	Per Ceremony	£400.00	£400.00	£0.00	0.00%	Nature of fee: Discretionary	
		Committee Room 1&2	Saturday (after 4pm)	Per Ceremony	£500.00	£500.00	£0.00	0.00%	Nature of fee: Discretionary	
		Committee Room 1&2	Sundays and Public Holidays (after 4pm)	Per Ceremony	£600.00	£600.00	£0.00	0.00%	Nature of fee: Discretionary	
	Marriage, Renewal of Vows, Civil Partnership and Baby Naming Ceremonies at an approved premise in the London Borough of Barnet		Non-refundable booking fee	Per Ceremony	£50.00	£50.00	£0.00	0.00%	Nature of fee: Discretionary	
			Wedding in a registered building (e.g. church)	Per Ceremony	£88.00	£88.00	£0.00	0.00%	Nature of fee: Statutory	
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (before 4pm)	Per Ceremony	£320.00	£320.00	£0.00	0.00%	Nature of fee: Discretionary	

Births, Deaths and Marriages Fees 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (before 4pm)	Per Ceremony	£350.00	£350.00	£0.00	0.00%	Nature of fee: Discretionary	
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (before 4pm)	Per Ceremony	£450.00	£450.00	£0.00	0.00%	Nature of fee: Discretionary	
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (after 4pm)	Per Ceremony	£400.00	£400.00	£0.00	0.00%	Nature of fee: Discretionary	
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (after 4pm)	Per Ceremony	£500.00	£500.00	£0.00	0.00%	Nature of fee: Discretionary	
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (after 4pm)	Per Ceremony	£600.00	£600.00	£0.00	0.00%	Nature of fee: Discretionary	
	Naming Ceremonies – all venues		Administration fee for change of date or time	Per Ceremony	£20.00	£20.00	£0.00	0.00%	Nature of fee: Discretionary	
			Monday to Sunday and including Bank Holidays – normal hours	Per Ceremony	£160.00 (£50.00 deposit)	£160.00 (£50.00 deposit)	£0.00	0.00%	Nature of fee: Discretionary	
	Late Arrival Fees		Late arrival fee at the Register Office	Per Ceremony	£25.00	£25.00	£0.00	0.00%	Nature of fee: Discretionary	
			Late arrival fee at an approved premise in Barnet	Per Ceremony	£50.00	£50.00	£0.00	0.00%	Nature of fee: Discretionary	
	Nationality and Settlement Checking Service NCS/SCS		NCS Adult application (Mon -Fri)	Per Adult	£60.00	£60.00	£0.00	0.00%	Nature of fee: Discretionary	
			NCS Child application (Mon-Fri)	Per Child	£40.00	£40.00	£0.00	0.00%	Nature of fee: Discretionary	
			NCS Adult application (Sat & Sun)	Per Adult	£75.00	£75.00	£0.00	0.00%	Nature of fee: Discretionary	
			NCS Child application (Sat & Sun)	Per Child	£50.00	£50.00	£0.00	0.00%	Nature of fee: Discretionary	
			SCS Adult application (Mon -Fri)	Per Adult	£100.00	£100.00	£0.00	0.00%	Nature of fee: Discretionary	
			SCS Child application (Mon-Fri)	Per Child	£30.00	£30.00	£0.00	0.00%	Nature of fee: Discretionary	
			Passport Checking Service (Adult or Child)	Per Person	£10.00	£10.00	£0.00	0.00%	Nature of fee: Discretionary	
			Private citizenship ceremony at Hendon Town Hall	Per Ceremony	£110.00	£110.00	£0.00	0.00%	Nature of fee: Discretionary	
	European Passport Return Service		European Passport Return Service (Permanent Residence & Qualifying Person) including secure postage up to 5kg (Mon-Fri)	Per Package	£25.00	£25.00	£0.00	0.00%	Nature of fee: Discretionary	
			Saturday	Per Package	£35.00	£35.00	£0.00	0.00%	Nature of fee: Discretionary	
			Sunday	Per Package	£40.00	£40.00	£0.00	0.00%	Nature of fee: Discretionary	
			Additional Postage fee for supporting documents - 5-10kg	Per Package	£27.00	£27.00	£0.00	0.00%	Nature of fee: Discretionary	
			Additional Postage fee for supporting documents - 10-20kg	Per Package	£42.00	£42.00	£0.00	0.00%	Nature of fee: Discretionary	

Parking Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P1	Surrendered Vehicle Disposal	End of Life Surrender and disposal	Annual	£60.00	£60.00	£0.00	0.00%		
P2	Motor Cycle (Moped) Permit	Annual for up to 4 Motor Cycles	Annual	£350.00	£350.00	£0.00	0.00%		
P3	Schools Permit	Annual	Annual	£190.00	£190.00	£0.00	0.00%		
P4	Resident Car Park Permit	Resident only bays in off street car parks	Annual	£200.00	£200.00	£0.00	0.00%	(introduced early 2016)	
P5	Business	Specific vehicle	Weekly	£26.00	£26.00	£0.00	0.00%		
P6	Business	Specific vehicle	Monthly	£73.50	£73.50	£0.00	0.00%		
P7	Business	Specific vehicle	Annual	£525.00	£525.00	£0.00	0.00%		
P8	Business	Any vehicle	Annual	£840.00	£840.00	£0.00	0.00%		
P9	Visitor Vouchers	All controlled parking zones, except Event Day, visitor vouchers. Sold in batches of 4 visitor vouchers, minimum purchase is 12 vouchers with a maximum per household of 200 in any 12 month period.	12 Month Period	£12.00 per 12 vouchers	£1.10 each	0.10p per voucher	10.00%	The cost of the visitor permit (VP) has been £1 since Aug 2013, which was a downward revision from the previous cost (and a reversion to costs pre-2011). The proposed charge will help to cover the increased costs.	Road Traffic Regulation Act 1984 and associated regulations.
P10	Visitor Vouchers	Event Day controlled parking zone visitor vouchers with a maximum per household or workplace of 88 in any 12 month period.	12 Month Period	Included in Saracens Agreement	Included in Saracens Agreement	£0.00	0.00%		
P11	Doctors	Doctors	Annual	£200.00	£200.00	£0.00	0.00%		
P12	Builders	Specific vehicle	Monthly	£38.00	£38.00	£0.00	0.00%		
P13	Builders	Specific vehicle	Annual	£310.00	£310.00	£0.00	0.00%		
P14	Builders	Any vehicle	Monthly	£76.00	£76.00	£0.00	0.00%		
P15	Builders	Any vehicle	Annual	£620.00	£620.00	£0.00	0.00%		
P16	Carers	Annual	Annual	Free	Free	£0.00	0.00%		
P17	Emergency Services and Hatzola	Specific restrictions		Free	Free	£0.00	0.00%		
P18	Essential Service Vouchers	Full-day essential service vouchers		£2.50 per voucher	£2.50 per voucher	£0.00	0.00%		
P19	Members	Member annual		Free	Free	£0.00	0.00%		
P20	Admin Fee	Amendments to exiting permit		No Charge	No Charge	£0.00	0.00%		
P21	Admin Fee	Permit refunds		No Charge	No Charge	£0.00	0.00%		
P22	Bay Suspensions	One Bay Suspension for One Day	One Day	£130.00 Application Fee plus £20.00 per day per bay for Resident Bays and £30.00 per day per bay for Pay and Display Bays.	£130.00 Application Fee plus £20.00 per day per bay for Resident Bays and £30.00 per day per bay for Pay and Display Bays.	£0.00	0.00%		
P23	Temporary Permit 3 Month	Resident Permit for 3 Months	3 Months	£252.00	£252.00	£0.00	0.00%		
P24	Restricted Car Park Permit	Restricted Off Street Location Annual Car Park Permit	Annual	£350.00	£350.00	£0.00	0.00%		
P25	Temporary Permit 1 Week	Resident Permit for 1 Week	1 Week	£100.00	£100.00	£0.00	0.00%		
P26	Temporary Permit 1 Month	Resident Permit for 1 Month	1 Month	£160.00	£160.00	£0.00	0.00%		
P27	Resident Permit	Band 1 - Green Annual Permit: For vehicles with emissions range (G/km CO2) <= 110	Annual	Free	£15.00	£15.00	100.00%	New charge	Road Traffic Regulation Act 1984 and associated regulations.

Parking Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P28	Resident Permit	Band 2 - Lower Band Emissions Annual Permit: For vehicles with emissions range (G/km CO2) 111 to 130	Annual	£45.00	£50.00	£5.00	11.11%	Previously this band was combined with band 3, but the new model splits this band into two parts (lower and upper)	Road Traffic Regulation Act 1984 and associated regulations.
P29	Resident Permit	Band 3 - Low (Top Tier) Band Emissions Annual Permit: For vehicles with emissions range (G/km CO2) 131 to 150	Annual	£45.00	£55.00	£10.00	22.22%	Previously this band was combined with band 2, but the new model splits this band into two parts (lower and upper)	Road Traffic Regulation Act 1984 and associated regulations.
P30	Resident Permit	Band 4 - Middle Band Emissions Annual Permit: - For vehicles with emissions range (G/km CO2) 151 - 200	Annual	£52.50	£65.00	£12.50	23.81%		Road Traffic Regulation Act 1984 and associated regulations.
P31	Resident Permit	Band 5 - High Band Emissions Annual Permit: - For vehicles with emissions range (G/km CO2) 201 and above	Annual	£85.00	£115.00	£30.00	35.29%		Road Traffic Regulation Act 1984 and associated regulations.
P32	Resident Permit Surcharge	2, 3 or 4th vehicle	Annual	£10.00	£15.00	£5.00	50.00%	This charge is a supplement on the relevant band which the car falls into i.e. A second vehicle which was an electric car would have to pay £30.00 (Band 1 - Green Annual Permit of £15.00 plus 2nd vehicle supplement of £15.00), a higher polluting car which had G/km CO2 emissions of 210 would have to pay £130.00 (Band 5 - High Band fee of £115.00 plus 2nd vehicle supplement of £15.00). This reflects those who pollute the most and have the greatest negative affect on our air quality should pay the most, whilst promoting public transport, walking etc. to reduce congestion on our roads, and keep traffic moving.	Road Traffic Regulation Act 1984 and associated regulations.
P33	Diesel Surcharge	Annual	Annual	£10.00	£10.00	£0.00	0.00%		
P34	On Street Parking Charges	Payment to Park		As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order	£0.00	0.00%		
P35	Off Street Parking Charges	Payment to Park		As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order	£0.00	0.00%	Maximum charge based on car park usage.	Road Traffic Regulation Act 1984 and associated regulations.
P36	Car Club Permits	To allow car club permit vehicles to park within the borough	Annual	New	£1,260.00	£1,260.00	100.00%	This is the permit charge for car club company vehicles	Road Traffic Regulation Act 1984 and associated regulations.

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Food, Health & Safety										
Re	EH1 Food, Health and Safety Environmental Health	Environmental Health	Level 2 Award in Food Safety - Per person	Per person	£70.00	£70.00	£0.00	0.00%	Maintained to be attractive and affordable	
Re	EH2 Food, Health and Safety Environmental health	Environmental Health	Level 3 Award in Food Safety - Supervising food safety in catering,	Per person	£299.00	£350.00	£51.00	17.06%	Proposed price remains competitive in market. https://barnetntranet.moderngov.co.uk/documents/s43113/Fees and Charges 201819.pdf	Proposed increase to cover costs and following benchmarking exercise
Re	EH3 Food, Health and Safety Environmental health	Environmental Health	Level 3 Award in Food Safety - Supervising food safety in catering, - Block bookings by organisations	Per session	Price on application	Price on application			We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £299 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH5 Food, Health and Safety Environmental health	Environmental Health	Level 1 Award in Food Safety	Per person	£48.00	£49.00	£1.00	2.08%		
Re	EH6 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Council Services	Per person	£58.00	£60.00	£2.00	3.45%		
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	0.00%	Maintained to be attractive and affordable	
Re	EH8 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Refresher - Per person	Per person	£54.00	£54.00	£0.00	0.00%	Maintained to be attractive and affordable	
Re	EH9 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Group Courses - Block Bookings)	Per session	Price on Application	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	30.00% of course fee	30.00% of course fee	£0.00	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	0.00%	It is felt this is still a useful course for businesses and contributes to consumer safety - ergo we want to attract more customers rather than abandon the course.	
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 £48 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	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	Full analysis cost (£500.00 maximum) plus officer time @ up to £53.56 officer hourly rate (up to £100.00 max fee per visit)	Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	Based on Sample	variable, could be over 5.00% or less than 2017/18 charge.	Change in Regulations, which prescribe the maximum charges differently. https://barnetintranet.moderngov.co.uk/documents/s43113/Fees and Charges 201819.pdf	Charge will be cost recovery up to statutory maximum set out in the Regulations.
Re	EH15 Food, Health and Safety Environmental health	Environmental Health	Requested Food Hygiene Rating Scheme Re-rating Inspection	Per inspection	£185.00	£190.00	£5.00	2.70%		
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	0.00%	Maintained to be attractive and affordable	
Re	EH17 Food, Health and Safety Environmental health	Environmental Health	Safer Food Better Business (SFBB) Pack (Collected)	Each	£15.00	£15.00	£0.00	0.00%	Maintained to be attractive and affordable	
Re	EH18 Food, Health and Safety Environmental health	Environmental Health	Unsound Food (Business and Commercial premises) - collection and disposal	Per seizure/voluntary surrender	Actual cost of disposal + 30.00% transport and admin fee	Actual cost of disposal + 30.00% transport and admin fee	£0.00	0.00%	Normally taken to Edmonton incinerator where there is a fixed minimum fee	
Re	EH19 Food, Health and Safety Environmental health	Environmental Health	Food Export Certificates	Per certificate	Actual cost of officer time at officer hourly rate (minimum 1 hour)	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	0.00%	Maintained to be attractive and affordable	
Re	EH22 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Registered Charities	£70.00	£70.00	£0.00	0.00%	Maintained to be attractive and affordable	
Re	EH23 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Council Services	£58.00	£60.00	£2.00	3.45%	Rounded	
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.	

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	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)		30.00% of course fee	30.00% of course fee	£0.00	0.00%	There is an admin cost to booking and arranging refunds etc.	
Environmental Health										
Re	EH26 Environmental Health Noise Act 1996	Environmental Health	Seizure, removal and storage of seized equipment		£165.00	£169.95	£4.95	3.00%		
Re	EH27 Environmental Health Contaminated Land Enquiries	Environmental Health	Contaminated Land Enquiries - Basic Enquiry	Each	£47.50	£48.93	£1.43	3.01%		
Re	EH28 Environmental Health Contaminated Land Enquiries	Environmental Health	Enquiry including historical data multiple addresses	Each	£107.00	£110.21	£3.21	3.00%		
Re	EH29 Environmental Health Pest Control	Environmental Health	Rats	Per treatment	£116.67	£118.67	£2.00	1.71%		
Re	EH30 Environmental Health Pest Control	Environmental Health	Mice	Per treatment	£116.67	£118.67	£2.00	1.71%		
Re	EH31 Environmental Health Pest Control	Environmental Health	Cockroaches	Per treatment	£115.00	£117.00	£2.00	1.74%		
Re	EH32 Environmental Health Pest Control	Environmental Health	Bed Bugs for a 2 bedroom property	Per treatment	£180.83	£182.50	£1.67	0.92%		
Re	EH33 Environmental Health Pest Control	Environmental Health	Bed Bugs (per additional bedroom)	Per treatment	£40.00	£41.00	£1.00	2.50%		
Re	EH34 Environmental Health Pest Control	Environmental Health	Fleas	Per treatment	£112.50	£114.17	£1.67	1.48%		
Re	EH35 Environmental Health Pest Control	Environmental Health	Exotic Ants	Per treatment	£149.17	£151.67	£2.50	1.68%		
Re	EH36 Environmental Health Pest Control	Environmental Health	Wasps	Per treatment	£56.67	£56.67	£0.00	0.00%	No increase to remain competitive.	
Re	EH37 Environmental Health Pest Control	Environmental Health	Domestic crawling insects (Carpet beetles, larder beetles, etc.)	Per treatment	£109.17	£114.17	£5.00	4.58%		
Re	EH38 Environmental Health Pest Control	Environmental Health	Garden Ants	Per treatment	£144.17	£114.17	£-30.00	-20.81%	Price to be brought in line with treatment costs and other existing treatments.	
Re	EH39 Environmental Health Pest Control	Environmental Health	Site pest assessment (where treatment not requested)	Per visit	£25.00	£25.00	£0.00	0.00%	No increase to remain competitive.	
Re	EH40 Environmental Health Pest Control	Environmental Health	Call out fee for advice (refundable against the full cost of treatment)	Per visit	£25.00	£25.00	£0.00	0.00%	No increase to remain competitive.	
Re	EH41 Environmental Health Pest Control	Environmental Health	Discount for Barnet residents (homeowners) receiving Means Tested Benefits	Per treatment	35.00% off list price	35.00% off list price	£0.00	0.00%	Only applies to pests of public health significance - rats, mice, fleas, wasps, bed bugs, pharaoh ants and cockroaches.	
Re	EH42 Environmental Health Pest Control	Environmental Health	Commercial Premises and monitoring contracts	Per annual contract	Price on application	Price on application			Price dependent on customers' needs, cost of time and materials and Re business case.	
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 £25.00 per property, after initial treatment)	Price on application (based on reduction by callout fee of £25.00 per property, after initial treatment)			We aim to offer a more tailored block treatment service to a broader range of customers including, managing agents and resident or business syndicates. Where owners of adjacent premises book together we can offer reductions in charges linked to reduced costs, eg travel time.	
Pollution Prevention and Control Act 1999										
Re	EH44 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Standard	Each	£1,579.00	£1,650.00	£71.00	4.50%	DEFRA fee change	
Re	EH45 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Reduced fee	Each	£148.00	£155.00	£7.00	4.73%	DEFRA fee change	

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH46 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Petrol vapour I&II	Each	£246.00	£257.00	£11.00	4.47%	DEFRA fee change	
Re	EH47 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Vehicle refinishers	Each	£346.00	£362.00	£16.00	4.62%	DEFRA fee change	
Re	EH48 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Mobile screening and crushing plant for 1st and 2nd permits	1st & 2nd applications	£1,579.00 (£943.00 for 3rd to 7th applications, £477.00 for 8th and subsequent applications)	£1,650 (£985.00 3rd to 7th, £485.00 subsequent applications)	Based on Application	4.62%	DEFRA fee change	
Re	EH49 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Fee operating without a permit	Each	£1,579.00	£1,188.00	-\$391.00	-24.76%	DEFRA fee change	
Re	EH50 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Late payment fee	Each	£50.00	£52.00	£2.00	4.00%	DEFRA fee change	
Re	EH51 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Annual subsistence charge		Low = £739.00 / Medium = £1,111.00 / High = £1,672.00	Low = £772.00 / Medium = £1,161.00 / High = £1,747.00	Based on Levels	4.62%	DEFRA fee change	
Re	EH52 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Standard	Each	Low = £739.00 / Medium = £1,111.00 / High = £1,672.00	Low = £772.00 / Medium = £1,161.00 / High = £1,747.00	Based on Levels	4.62%	DEFRA fee change	
Re	EH53 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Reduced fee	Each	Low = £78.00 / Medium = £151.00 / High = £227.00	Low = £79.00 / Medium = £158.00 / High = £237.00	Based on Levels	4.00%	DEFRA fee change	
Re	EH54 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Petrol vapour I&II	Each	Low = £108.00 / Medium = £216.00 / High = £326.00	Low = £113.00 / Medium = £226.00 / High = £341.00	Based on Levels	4.62%	DEFRA fee change	
Re	EH55 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Vehicle refinishers	Each	Low = £218 / Medium = £349 / High = £524	Low = £228 / Medium = £365 / High = £548	Based on Levels	4.62%	DEFRA fee change	
Re	EH56 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Mobile screening and crushing plant for 1st and 2nd permits	Each	Low = £618 / Medium = £989 / High = £1,484	Low = £626 / Medium = £1034 / High = £1,551	Based on Levels	4.00%	DEFRA fee change	
Re	EH57 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Standard Transfer and substantial change	Each	Std Transfer = £162 / Partial transfer = £476 / Sub. Change = £1005	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050	Based on Levels	4.62%	DEFRA fee change	
Re	EH58 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Reduced fee Transfer and substantial change	Each	Red. Fee Transfer = £0 / Partial Transfer = £45 / Substantial change = £98	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112	Based on Levels	4.00%	DEFRA fee change	
Re	EH59 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Adopt a tube scheme p/a		£133.00	£133.00	£0.00	0.00%		
Environmental Health Licensing Fees										
Re	EH60 Environmental Health Animal Boarding Establishments	Environmental Health	New licence	Each	£479.00	£490.00	£11.00	2.30%		

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH61 Environmental Health Animal Boarding Establishments	Environmental Health	Renewal licence	Each	£447.00	£460.00	£13.00	2.91%		
Re	EH62 Environmental Health Animal Boarding Establishments - Home based "sitting" services	Environmental Health	New licence	Each	£220.00	£225.00	£5.00	2.27%		
Re	EH63 Environmental Health Animal Boarding Establishments - Home based "sitting" services	Environmental Health	Renewal licence	Each	£60.50	£62.00	£1.50	2.48%		
Re	EH64 Environmental Health Animal Boarding Establishments - Home based "sitting" services	Environmental Health	Renewal (where inspection required)	Each	£136.00	£140.00	£4.00	2.94%		
Re	EH65 Environmental Health Breeding establishments for dogs	Environmental Health	New	Each	£480.00	£493.00	£13.00	2.71%		
Re	EH66 Environmental Health Breeding establishments for dogs	Environmental Health	Renewal	Each	£460.00	£472.00	£12.00	2.61%		
Re	EH67 Environmental Health Dangerous wild animals	Environmental Health	New	Each	£485.00	£498.00	£13.00	2.68%		
Re	EH68 Environmental Health Dangerous wild animals	Environmental Health	Renewal	Each	£473.00	£486.00	£13.00	2.75%		
Re	EH69 Environmental Health Performing Animals	Environmental Health	Registration	Each	£154.00	£158.00	£4.00	2.60%		
Re	EH70 Environmental Health Performing Animals	Environmental Health	Certificate	Each	£18.00	£18.00	£0.00	0.00%	No increase to remain competitive.	
Re	EH71 Environmental Health Pet Shops	Environmental Health	New licence	Each	£479.00	£492.00	£13.00	2.71%		
Re	EH72 Environmental Health Pet Shops	Environmental Health	Renewal licence	Each	£466.00	£479.00	£13.00	2.79%		
Re	EH73 Environmental Health Pet Shops	Environmental Health	Zoo (Zoo Licensing Act 1981)	Each	Costs incurred including administrative costs	Costs incurred including administrative costs			Fee includes DEFRA appointed vet and Council appointed vet inspection fees over the 5 year licence period.	
Re	EH74 Environmental Health Riding Establishments	Environmental Health	New licence	Each	£686.00	£704.00	£18.00	2.62%		
Re	EH75 Environmental Health Riding Establishments	Environmental Health	Renewal licence	Each	£581.00	£597.00	£16.00	2.75%		
Re	EH76 Environmental Health Licence for Massage and Special Treatments Band A	Environmental Health	New licence	Each	£240.00	£247.00	£7.00	2.92%		
Re	EH77 Environmental Health Licence for Massage and Special Treatments Band A	Environmental Health	Renewal licence	Each	£192.00	£197.00	£5.00	2.60%		
Re	EH78 Environmental Health Licence for Massage and Special Treatments Band B	Environmental Health	New licence	Each	£325.00	£334.00	£9.00	2.77%		
Re	EH79 Environmental Health Licence for Massage and Special Treatments Band B	Environmental Health	Renewal licence	Each	£277.00	£284.00	£7.00	2.53%		
Re	EH80 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	New licence	Each	£432.00	£444.00	£12.00	2.78%		
Re	EH81 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	Renewal licence	Each	£390.00	£400.00	£10.00	2.56%		
Re	EH82 Environmental Health Transfer and Variation Fee	Environmental Health	Band A	Each	£60.50	£62.00	£1.50	2.48%		
Re	EH83 Environmental Health Transfer and Variation Fee	Environmental Health	Band B	Each	£77.00	£79.00	£2.00	2.60%		
Re	EH84 Environmental Health Transfer and Variation Fee	Environmental Health	Band C	Each	£94.00	£96.00	£2.00	2.13%		
Re	EH85 Environmental Health Transfer and Variation Fee	Environmental Health	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	£71.00	£73.00	£2.00	2.82%		

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH86 Environmental Health Transfer and Variation Fee	Environmental Health	Administration fee on all aborted licence applications	Each	10.00% of licence fee	11.00% of licence fee		1.00%		
Re	EH87 Environmental Health General Consultancy Fees	Environmental Health	Specialist Environmental Health Advice/Consultancy in Barnet	Per hour	Up to £120.00	Up to £120.00	£0.00	0.00%	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 £600.00 plus expenses	Up to £600.00 plus expenses	£0.00	0.00%	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 £750.00 per area of regulation	Up to £750.00 per area of regulation	£0.00	0.00%	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 £58.00 per hour	Up to £58.00 per hour	£0.00	0.00%	Actual charge at hourly rate for officer undertaking work, up to the maximum.	
Cemetery & Crematorium										
Grave purchase for Non-LBB Residents:										
Re	C&C1 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3'6") grave pre-purchase only - Non LBB Residents	Each	£14,720.00	£15,100.00	£380.00	2.58%		
Re	C&C2 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2'6") grave pre-purchase only - Non LBB Residents	Each	£7,800.00	£8,000.00	£200.00	2.56%		
Re	C&C3 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3' 6") for immediate use - Non LBB Residents	Each	£9,200.00	£9,500.00	£300.00	3.26%		
Re	C&C4 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2' 6") for immediate use - Non LBB	Each	£4,890.00	£5,050.00	£160.00	3.27%		
Half size grave for burial of ashes (Ash Grave) Note there are a limited number of these and no new 1/2 graves will be created.										
Re	C&C5 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	£6,700.00	£6,900.00	£200.00	2.99%		
Re	C&C6 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - Non LBB Residents	Each	£3,250.00	£3,350.00	£100.00	3.08%		
Re	C&C7 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3' 6") half grave for immediate use - Non LBB Residents	Each	£4,195.00	£4,300.00	£105.00	2.50%		
Re	C&C8 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") half grave for immediate use - Non LBB Residents	Each	£2,045.00	£2,100.00	£55.00	2.69%		
Grave purchase for LBB Residents:										
Re	C&C9 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3' 6") - grave pre-purchase only - LBB Residents	Each	£6,820.00	£7,000.00	£180.00	2.64%		
Re	C&C10 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3' 6") for immediate use - LBB Residents	Each	£4,870.00	£5,000.00	£130.00	2.67%		
Re	C&C11 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2' 6") grave pre-purchase only - LBB Residents	Each	£3,410.00	£3,500.00	£90.00	2.64%		
Re	C&C12 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (6'6" x 2' 6") for immediate use - LBB Residents	Each	£2,415.00	£2,500.00	£85.00	3.52%		
Half size grave for burial of ashes (Ash Grave) Note there are a limited number of these and no new 1/2 graves will be created.										
Re	C&C13 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	£3,410.00	£3,500.00	£90.00	2.64%		
Re	C&C14 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	£2,435.00	£2,500.00	£65.00	2.67%		
Re	C&C15 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	£1,690.00	£1,740.00	£50.00	2.96%		
Re	C&C16 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	£1,205.00	£1,240.00	£35.00	2.90%		
Mausoleums (Single price for LBB residents and non-residents)										
Re	C&C17 Cemetery & Crematorium	Cem and Crem	Mausoleum pre-purchase	Each	£21,300.00	£22,000.00	£700.00	3.29%		

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C18 Cemetery & Crematorium	Cem and Crem	Mausoleum space for immediate use	Each	£15,500.00	£16,000.00	£500.00	3.23%		
Re	C&C19 Cemetery & Crematorium	Cem and Crem	Construction of Mausoleum	Each	£12,450.00	£12,800.00	£350.00	2.81%		
Interments (Single price for LBB Residents and non-Residents)										
Re	C&C20 Cemetery & Crematorium	Cem and Crem	Interment - Persons over 16 years of age (single depth)	Each	£850.00	£850.00	£0.00	0.00%		
Re	C&C21 Cemetery & Crematorium	Cem and Crem	Interment - pre-dug grave	Each	£625.00	£625.00	£0.00	0.00%		
Re	C&C22 Cemetery & Crematorium	Cem and Crem	Interment - Children under 16 years of age including those still born (single depth)	Each	£490.00	£490.00	£0.00	0.00%		
Re	C&C23 Cemetery & Crematorium	Cem and Crem	Interment - Additional charge for each additional coffin depth (up to maximum of 4)	Each	£250.00	£250.00	£0.00	0.00%		
Re	C&C24 Cemetery & Crematorium	Cem and Crem	Burial of Ashes into a private grave at minimum depth without movement of memorial/landing (see separate charge for removal of memorial)	Each	£430.00	£445.00	£15.00	3.49%		
Re	C&C25 Cemetery & Crematorium	Cem and Crem	Public interment - Persons over 16 years of age	Each	£499.00	£515.00	£16.00	3.21%		
Re	C&C26 Cemetery & Crematorium	Cem and Crem	Public interment - Children under 16 years of age	Each	£170.00	£175.00	£5.00	2.94%		
Re	C&C27 Cemetery & Crematorium	Cem and Crem	Public interment - Stillborn children	Each	£110.00	£115.00	£5.00	4.55%		
General Burial Fees										
Re	C&C28 Cemetery & Crematorium	Cem and Crem	Exhumation of Deceased	Each	£1,300.00	£1,360.00	£60.00	4.62%		
Re	C&C29 Cemetery & Crematorium	Cem and Crem	Removal and/or replacing of memorials (all parts of the cemetery) kerbs and landing upto 4ft 6	Each	£269.00	£280.00	£11.00	4.09%		
Re	C&C30 Cemetery & Crematorium	Cem and Crem	Removal and/or replacing of memorials (all parts of the cemetery) over 4ft 6	Each	Price on application	Price on application				
Re	C&C31 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or Bank Holiday Burial.	Each	£230.00	£240.00	£10.00	4.35%		
Re	C&C32 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	£120.00	£125.00	£5.00	4.17%		
Re	C&C33 Cemetery & Crematorium	Cem and Crem	Shroud Burials	Each	£204.00	£210.00	£6.00	2.94%		
Re	C&C34 Cemetery & Crematorium	Cem and Crem	Casket Burial	Each	£280.00	£290.00	£10.00	3.57%		
Re	C&C35 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	£23.00	£24.00	£1.00	4.35%		
Re	C&C36 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	£89.00	£92.00	£3.00	3.37%		
Re	C&C37 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	£46.00	£47.00	£1.00	2.17%		
Re	C&C38 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	£163.00	£167.00	£4.00	2.45%		
Re	C&C39 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	£133.00	£136.00	£3.00	2.26%		
Re	C&C40 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	£87.00	£90.00	£3.00	3.45%		
Re	C&C41 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	£77.00	£79.00	£2.00	2.60%		
Re	C&C42 Cemetery & Crematorium	Cem and Crem	Washing of Half size Kerb and Landing and Headstone only	Each	£60.00	£63.00	£3.00	5.00%		
Re	C&C43 Cemetery & Crematorium	Cem and Crem	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	£100.00	£105.00	£5.00	5.00%		
Re	C&C44 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Half Size kerb and Landing	Each	£75.00	£78.00	£3.00	4.00%		
Re	C&C45 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Full size Kerb and Landing	Each	£100.00	£105.00	£5.00	5.00%		
Re	C&C46 Cemetery & Crematorium	Cem and Crem	Memorial Seat, 6ft, inclusive of plaque up to 60 letters maximum inscription, (no on-going care) for placement on a pre-owned grave subject to payment of additional permit fee.	Each	£1,284.00	£1,325.00	£41.00	3.19%		
Permits										
Re	C&C47 Cemetery & Crematorium	Cem and Crem	Permit - Headstone with kerbs	Each	£306.00	£315.00	£9.00	2.94%		
Re	C&C48 Cemetery & Crematorium	Cem and Crem	Permit - Headstone only	Each	£234.00	£240.00	£6.00	2.56%		
Re	C&C49 Cemetery & Crematorium	Cem and Crem	Permit - Conversion of existing Headstone to include kerbs	Each	£100.00	£104.00	£4.00	4.00%		
Re	C&C50 Cemetery & Crematorium	Cem and Crem	Permit - Memorial in the form of a vase, tablet, seat or bench or wooden cross etc.	Each	£82.00	£85.00	£3.00	3.66%		
Re	C&C51 Cemetery & Crematorium	Cem and Crem	Permit - Renovation or additional inscription	Each	£100.00	£104.00	£4.00	4.00%		

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Annual Planting etc. and General Attention of Private Graves (per single grave space)										
Re	C&C52 Cemetery & Crematorium	Cem and Crem	Planting Evergreen shrubs only	Each	£199.00	£206.00	£7.00	3.52%		
Re	C&C53 Cemetery & Crematorium	Cem and Crem	Turfing only	Each	£143.00	£148.00	£5.00	3.50%		
Re	C&C54 Cemetery & Crematorium	Cem and Crem	Planting - Seasonal Bedding	Each	£306.00	£310.00	£4.00	1.31%		
Re	C&C55 Cemetery & Crematorium	Cem and Crem	Turfing or Moulding (No maintenance)	Each	£82.00	£85.00	£3.00	3.66%		
Re	C&C56 Cemetery & Crematorium	Cem and Crem	Provision of a wooden cross including brass plaque	Each	£158.00	£165.00	£7.00	4.43%		
Re	C&C57 Cemetery & Crematorium	Cem and Crem	1 Yr full grave maintenance to include seasonal bedding and 1 washing of headstone.	Each	£346.50	£355.00	£8.50	2.45%		
Re	C&C58 Cemetery & Crematorium	Cem and Crem	1 Yr full grave maintenance to include seasonal bedding and 1 washing of full size kerb and landing.	Each	£387.50	£395.00	£7.50	1.94%		
Transfer of Grave Ownership										
Re	C&C59 Cemetery & Crematorium	Cem and Crem	Transfer by Probate, Letters of Administration, or Private Statutory Declaration	Each	£71.00	£73.00	£2.00	2.82%		
Re	C&C60 Cemetery & Crematorium	Cem and Crem	Transfer by Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£117.00	£120.00	£3.00	2.56%		
Re	C&C61 Cemetery & Crematorium	Cem and Crem	Transfer by combination of Probate, Letters of Administration, or Private Statutory Declaration and Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£173.00	£177.00	£4.00	2.31%		
Re	C&C62 Cemetery & Crematorium	Cem and Crem	Duplicate of Deed of Ownership	Each	£25.00	£25.00	£0.00	0.00%		
Re	C&C63 Cemetery & Crematorium	Cem and Crem	Duplicate of Cremation Certificate	Each	£15.00	£15.00	£0.00	0.00%		
Cremation Fees										
Re	C&C64 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday (Funeral Directors Not holding an account)	Each	£650.00	£680.00	£30.00	4.62%		
Re	C&C65 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	Each	£755.00	£785.00	£30.00	3.97%		
Re	C&C66 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday (Funeral Directors holding an account)	Each	£590.00	£610.00	£20.00	3.39%		
Re	C&C67 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekends and bank Holidays (Funeral Directors holding an account)	Each	£685.00	£715.00	£30.00	4.38%		
Re	C&C68 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	Each	£1,236.00	£1,280.00	£44.00	3.56%		
Re	C&C69 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday between 09:00-09:45	Each	£365.00	£375.00	£10.00	2.74%		
Re	C&C70 Cemetery & Crematorium	Cem and Crem	Cremation - Children over 1 month to under 16 years of age	Each	£55.00	£57.00	£2.00	3.64%		
Re	C&C71 Cemetery & Crematorium	Cem and Crem	Cremation - Children still born - 1 month	Each	No charge	No charge	£0.00	0.00%		
Re	C&C72 Cemetery & Crematorium	Cem and Crem	Public Health Cremations	Each	£204.00	£210.00	£6.00	2.94%		
Memorials - memorial gardens										
Re	C&C73 Cemetery & Crematorium	Cem and Crem	Standard Rose Bush 3 yr. lease	Yes	£228.00	£232.00	£4.00	1.75%		
Re	C&C74 Cemetery & Crematorium	Cem and Crem	Memorial Rose Bush and Plaque 3 yr. lease	Yes	£176.00	£180.00	£4.00	2.27%		
Re	C&C75 Cemetery & Crematorium	Cem and Crem	Memorial Rose Bush renewable 3 yr. lease	Yes	£290.00	£300.00	£10.00	3.45%		
Re	C&C76 Cemetery & Crematorium	Cem and Crem	Memorial Rose Standard and Plaque 3 yr. lease	Yes	£355.00	£360.00	£5.00	1.41%		
Re	C&C77 Cemetery & Crematorium	Cem and Crem	Rose Plaque	Yes	£130.00	£135.00	£5.00	3.85%		
Re	C&C78 Cemetery & Crematorium	Cem and Crem	Columbarium Niche (10 year lease)	Yes	£1,590.00	£1,650.00	£60.00	3.77%		
Re	C&C79 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£158.00	£162.00	£4.00	2.53%		
Re	C&C80 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£158.00	£162.00	£4.00	2.53%		
Re	C&C81 Cemetery & Crematorium	Cem and Crem	Lily Pond tablet (10 year lease)	Yes	£612.00	£625.00	£13.00	2.12%		
Re	C&C82 Cemetery & Crematorium	Cem and Crem	Cleaning of Lily Pond tablet	Yes	£61.00	£63.00	£2.00	3.28%		
Re	C&C83 Cemetery & Crematorium	Cem and Crem	Leather Panel Scheme (10 year lease, Max 60 letters)	Yes	£170.00	£175.00	£5.00	2.94%		
Re	C&C84 Cemetery & Crematorium	Cem and Crem	Wall tablet in Book of Remembrance Hall (10 Yr lease)	Yes	£990.00	£1,020.00	£30.00	3.03%		
Re	C&C85 Cemetery & Crematorium	Cem and Crem	Old Memorial - Inscriptions	Yes	£3.50	£3.65	£0.15	4.29%		
Re	C&C86 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 2 lines	Yes	£156.00	£160.00	£4.00	2.56%		

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C87 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 5 lines	Yes	£222.00	£227.00	£5.00	2.25%		
Re	C&C88 Cemetery & Crematorium	Cem and Crem	Copy of Book of Remembrance - 2 lines	Yes	£72.00	£75.00	£3.00	4.17%		
Re	C&C89 Cemetery & Crematorium	Cem and Crem	Book of Remembrance copy 5 lines	Yes	£120.00	£124.00	£4.00	3.33%		
Re	C&C90 Cemetery & Crematorium	Cem and Crem	Armorial bearing or badges (these may be engrossed in the Book of Remembrance only if accompanied by an inscription of at least 5 lines	Yes	£306.00	£312.00	£6.00	1.96%		
Re	C&C91 Cemetery & Crematorium	Cem and Crem	Memorial Jewellery	Yes	£40.00	£42.00	£2.00	5.00%		
Ashes strewing and storage										
Re	C&C92 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when returned to Hendon after 12 month of cremation	VAT not applicable	£110.00	£115.00	£5.00	4.55%		
Re	C&C93 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when cremated elsewhere	VAT not applicable	£145.00	£150.00	£5.00	3.45%		
Re	C&C94 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per month	VAT not applicable	£25.00	£26.00	£1.00	4.00%		
Re	C&C95 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per year	VAT not applicable	£250.00	£255.00	£5.00	2.00%		
Chapel Hire and Organist Fees										
Re	C&C96 Cemetery & Crematorium	Cem and Crem	Fee for Organ Music and Services of Organist	Yes	£60.00	£60.00	£0.00	0.00%		
Re	C&C97 Cemetery & Crematorium	Cem and Crem	Use of Chapel for additional ½ hour Service	Yes	£110.00	£115.00	£5.00	4.55%		
Re	C&C98 Cemetery & Crematorium	Cem and Crem	Use of Chapel plus Organist for additional ½ hour Service	Yes	£170.00	£175.00	£5.00	2.94%		
Web access to services										
Re	C&C99 Cemetery & Crematorium	Cem and Crem	Live video streaming of funeral services and provision of DVD	Yes	up to £250.00	up to £250.00	£0.00	0.00%		
Anniversary Services										
Re	C&C100 Cemetery & Crematorium	Cem and Crem	Placing of flowers etc. at key anniversary dates for the client. Take photograph and e mail client picture of placed memorial (excludes cost of flowers)	Yes	£100.00	£100.00	£0.00	0.00%		
Memorial Bird Boxes										
Re	C&C101 Cemetery & Crematorium	Cem and Crem	Bird	Yes	£15.00	£15.00	£0.00	0.00%		
Re	C&C102 Cemetery & Crematorium	Cem and Crem	Bat	Yes	£35.00	£35.00	£0.00	0.00%		
Re	C&C103 Cemetery & Crematorium	Cem and Crem	Owl	Yes	£60.00	£60.00	£0.00	0.00%		
Re	C&C104 Cemetery & Crematorium	Cem and Crem	Tawny Owl	Yes	£120.00	£120.00	£0.00	0.00%		
Re	C&C105 Cemetery & Crematorium	Cem and Crem	Bird (with memorial plaque)	Yes	£25.00	£25.00	£0.00	0.00%		
Re	C&C106 Cemetery & Crematorium	Cem and Crem	Bat (with memorial plaque)	Yes	£45.00	£45.00	£0.00	0.00%		
Re	C&C107 Cemetery & Crematorium	Cem and Crem	Owl (with memorial plaque)	Yes	£70.00	£70.00	£0.00	0.00%		
Re	C&C108 Cemetery & Crematorium	Cem and Crem	Tawny Owl (with memorial plaque)	Yes	£130.00	£130.00	£0.00	0.00%		
New Memorials										
Re	C&C109 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (plus annual fee) (includes 1st standard inscription)	Yes	£660.00	£660.00	£0.00	0.00%		
Re	C&C110 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£66.00	£66.00	£0.00	0.00%		
Re	C&C111 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (5 year lease) (includes 1st standard inscription)	Yes	£833.00	£833.00	£0.00	0.00%		
Re	C&C112 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (10 year lease) (includes 1st standard inscription)	Yes	£1,080.00	£1,080.00	£0.00	0.00%		
Re	C&C113 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (15 year lease) (includes 1st standard inscription)	Yes	£1,250.00	£1,250.00	£0.00	0.00%		
Re	C&C114 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (20 year lease) (includes 1st standard inscription)	Yes	£1,500.00	£1,500.00	£0.00	0.00%		
Re	C&C115 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (30 year lease) (includes 1st standard inscription)	Yes	£2,000.00	£2,000.00	£0.00	0.00%		

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C116 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (50 year lease) (includes 1st standard inscription)	Yes	£2,916.00	£2,916.00	£0.00	0.00%		
Re	C&C117 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£150.00	£150.00	£0.00	0.00%		
Re	C&C118 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	£2.35	£0.00	0.00%		
Re	C&C119 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£250.00	£250.00	£0.00	0.00%		
Re	C&C120 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (plus annual fee) (includes 1st standard inscription)	Yes	£660.00	£660.00	£0.00	0.00%		
Re	C&C121 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£66.00	£66.00	£0.00	0.00%		
Re	C&C122 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (5 year lease) (includes 1st standard inscription)	Yes	£833.00	£833.00	£0.00	0.00%		
Re	C&C123 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (10 year lease) (includes 1st standard inscription)	Yes	£1,080.00	£1,080.00	£0.00	0.00%		
Re	C&C124 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (15 year lease) (includes 1st standard inscription)	Yes	£1,250.00	£1,250.00	£0.00	0.00%		
Re	C&C125 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (20 year lease) (includes 1st standard inscription)	Yes	£1,500.00	£1,500.00	£0.00	0.00%		
Re	C&C126 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (30 year lease) (includes 1st standard inscription)	Yes	£2,000.00	£2,000.00	£0.00	0.00%		
Re	C&C127 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (50 year lease) (includes 1st standard inscription)	Yes	£2,916.00	£2,916.00	£0.00	0.00%		
Re	C&C128 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£150.00	£150.00	£0.00	0.00%		
Re	C&C129 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	£2.35	£0.00	0.00%		
Re	C&C130 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£250.00	£250.00	£0.00	0.00%		
Re	C&C131 Cemetery & Crematorium	Cem and Crem	Single vase block (10 Year lease) (includes 1 standard inscription)	Yes	£375.00	£375.00	£0.00	0.00%		
Re	C&C132 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£75.00	£75.00	£0.00	0.00%		
Re	C&C133 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	£2.35	£0.00	0.00%		
Re	C&C134 Cemetery & Crematorium	Cem and Crem	Memorial barbican plaque (10 Year lease) (includes 1 standard inscription)	Yes	£375.00	£375.00	£0.00	0.00%		
Re	C&C135 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£75.00	£75.00	£0.00	0.00%		
Re	C&C136 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	£2.35	£0.00	0.00%		
Re	C&C137 Cemetery & Crematorium	Cem and Crem	Additional memorials from catalogue	Yes	Price on application	Price on application				
Re	C&C138 Cemetery & Crematorium	Cem and Crem	Lease renewal	Yes	75.00% of the current new lease price	75.00% of the current new lease price	£0.00	0.00%		
Spring bulbs to be planted by cemetery staff										
Re	C&C139 Cemetery & Crematorium	Cem and Crem	Crocus (15 bulbs)	Yes	£8.33	£8.33	£0.00	0.00%		
Re	C&C140 Cemetery & Crematorium	Cem and Crem	Crocus (50 bulbs)	Yes	£25.00	£25.00	£0.00	0.00%		
Re	C&C141 Cemetery & Crematorium	Cem and Crem	Crocus (100 bulbs)	Yes	£41.66	£41.66	£0.00	0.00%		
Re	C&C142 Cemetery & Crematorium	Cem and Crem	Crocus (200 bulbs)	Yes	£66.66	£66.66	£0.00	0.00%		
Re	C&C143 Cemetery & Crematorium	Cem and Crem	Dafodill (15 bulbs)	Yes	£12.50	£12.50	£0.00	0.00%		
Re	C&C144 Cemetery & Crematorium	Cem and Crem	Dafodill (50 bulbs)	Yes	£33.33	£33.33	£0.00	0.00%		
Re	C&C145 Cemetery & Crematorium	Cem and Crem	Dafodill (100 bulbs)	Yes	£58.33	£58.33	£0.00	0.00%		

Environmental Health and Cemetery and Crematorium Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C146 Cemetery & Crematorium	Cem and Crem	Dafodill (200 bulbs)	Yes	£100.00	£100.00	£0.00	0.00%		
Re	C&C147 Cemetery & Crematorium	Cem and Crem	Tulip (15 bulbs)	Yes	£8.33	£8.33	£0.00	0.00%		
Re	C&C148 Cemetery & Crematorium	Cem and Crem	Tulip (50 bulbs)	Yes	£25.00	£25.00	£0.00	0.00%		
Re	C&C149 Cemetery & Crematorium	Cem and Crem	Tulip (100 bulbs)	Yes	£41.66	£41.66	£0.00	0.00%		
Re	C&C150 Cemetery & Crematorium	Cem and Crem	Tulip (200 bulbs)	Yes	£66.66	£66.66	£0.00	0.00%		
Re	C&C151 Cemetery & Crematorium	Cem and Crem	Other varieties can be purchased	Yes	Price on application	Price on application				

Family Services Fees and Charges 2018/19

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Children Centres		Parkfield child care		Age 2	Per Child Per Hour	£6.12	£6.12	£0.00	0.00%		
Children Centres		Parkfield child care		Age 3-4	Per Child Per Hour	£5.87	£5.87	£0.00	0.00%		
Children Centres		Meals		Children Centre - Parkfield	Per Child Per Hour	£2.31	£2.31	£0.00	0.00%		
Children Centres		Wingfield child care		Age 2	Per Child Per Hour	£5.97	£5.97	£0.00	0.00%		
Children Centres		Wingfield child care		Age 3-4	Per Child Per Hour	£5.71	£5.71	£0.00	0.00%		
Children Centres		Meals		Children Centre - Wingfield	Per Child Per Hour	£2.14	£2.14	£0.00	0.00%		
Children Centres		Newstead Child care		Age 2	Per Child Per Hour	£6.38	£6.38	£0.00	0.00%		
Children Centres		Newstead Child care		Age 3-4	Per Child Per Hour	£6.24	£6.24	£0.00	0.00%		
Children Centres		Meals		Children Centre - Newstead	Per Child Per Hour	£2.14	£2.14	£0.00	0.00%		
Youth services		Holiday Programmes		Taster / Entry Activity	Per Day	£5.00	£5.00	£0.00	0.00%		
Youth services		Holiday Programmes		Taster / Entry Activity	Half Day	£3.00	£3.00	£0.00	0.00%		
Youth services		Holiday Programmes		Generic Activity	Per Day	£10.00	£10.00	£0.00	0.00%		
Youth services		Holiday Programmes		Generic Activity	Half Day	£6.00	£6.00	£0.00	0.00%		
Youth services		Holiday Programmes		Specialised Activity	Per Day	£16.00	£16.00	£0.00	0.00%		
Youth services		Holiday Programmes		Specialised Activity	Half Day	£9.00	£9.00	£0.00	0.00%		
Youth services		Duke of Edinburgh		Bronze And Silver Award Enrolment Fee	Per Award	£25.00	£25.00	£0.00	0.00%		
Youth services		Duke of Edinburgh		Gold Award Enrolment Fee	Per Award	£32.00	£32.00	£0.00	0.00%		
Youth services		Equipment		Catering E.G.Whisk, Saucepans Etc	Per Item	£1.20	£1.20	£0.00	0.00%		
Youth services		Equipment		Catering E.G. Professional Gas Bbq		£85.00	£85.00	£0.00	0.00%		
Youth services		Equipment		Dofe E.G. Compass, Survival Bags, Waterproofs	Per Item	£4.00	£4.00	£0.00	0.00%		
Youth services		Equipment		Dofe E.G. Expedition Packs		£15.00	£15.00	£0.00	0.00%		
Youth services		Equipment		Gardening E.G.Water Cans	Per Item	£0.50	£0.50	£0.00	0.00%		
Youth services		Equipment		Gardening E.G. Mowers		£50.00	£50.00	£0.00	0.00%		
Youth services		Equipment		Hair & Beauty E.G.Stools	Per Item	£10.00	£10.00	£0.00	0.00%		
Youth services		Equipment		Hair & Beauty E.G Couch, Nail Bars		£45.00	£45.00	£0.00	0.00%		
Youth services		Equipment		Marquees & Shelter E.G. Gazebos	Per Item	£28.00	£28.00	£0.00	0.00%		
Youth services		Equipment		Marquees & Shelter E.G. Inflatable Marquees		£63.00	£63.00	£0.00	0.00%		
Youth services		Equipment		Media E.G. Lcd Monitors	Per Item	£8.00	£8.00	£0.00	0.00%		
Youth services		Equipment		Media E.G. Film Making Kits		£350.00	£350.00	£0.00	0.00%		
Youth services		Equipment		Music E.G Headphones	Per Item	£1.50	£1.50	£0.00	0.00%		
Youth services		Equipment		Music E.G. Keyboards		£45.00	£45.00	£0.00	0.00%		
Youth services		Equipment		Outdoor Education E.G.Camping Chairs	Per Item	£1.20	£1.20	£0.00	0.00%		
Youth services		Equipment		Outdoor Education E.G.Inflatable Assault Courses		£800.00	£800.00	£0.00	0.00%		
Youth services		Equipment		Photography E.G.Sd Cards	Per Item	£1.50	£1.50	£0.00	0.00%		
Youth services		Equipment		Photography E.G. Digital Cameras		£38.00	£38.00	£0.00	0.00%		
Youth services		Equipment		Sport E.G. Sport Bibs	Per Item	£1.00	£1.00	£0.00	0.00%		
Youth services		Equipment		Sport E.G. Table Tennins Table		£90.00	£90.00	£0.00	0.00%		
Youth services		Equipment		Staging & Theatre E.G. Extension Leads	Per Item	£4.00	£4.00	£0.00	0.00%		
Youth services		Equipment		Staging & Theatre E.G. Stage System		£220.00	£220.00	£0.00	0.00%		
Play Team charges		Out of school provision		After school provision	Per session	£6.12	£6.12	£0.00	0.00%		
Play Team charges		Holiday programmes		Holiday Schemes	Per day	£18.36	£18.36	£0.00	0.00%		
Play Team charges		Holiday programmes		Holiday Schemes - Siblings charge	Per day	£14.79	£14.79	£0.00	0.00%		
Play Team charges		Holiday programmes		Holiday schemes including aftercare	Per day	£22.95	£22.95	£0.00	0.00%		
Play Team charges		Holiday programmes		Holiday Schemes including aftercare - Siblings charge	Per day	£19.38	£19.38	£0.00	0.00%		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - Contact supervisor (min time period 3 hours)	Per hour	£28.90	£28.90	£0.00	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	0.00%		

Family Services Fees and Charges 2018/19

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - A room hire only	Per hour	£23.20	£23.20	£0.00	0.00%		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekend - A room hire only	Per hour	£34.70	£34.70	£0.00	0.00%		
Library review amended fees and charges		Adult Book Fines		This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	Per Day, Per Item	£0.25	£0.25	£0.00	0.00%		
Library review amended fees and charges		Child Book Fines		This charge would be levied for the late return of child and teen book items. Items can now be renewed 24/7 online or by phone	Per day, Per item	£0.05	£0.05	£0.00	0.00%		
Library review amended fees and charges		Reservation, No Notification/ email (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£1.10	£1.10	£0.00	0.00%		
Library review amended fees and charges		Reservation, Postal Notification (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£1.10 Plus 2nd Class Post	£1.10 Plus 2nd Class Post	£0.00	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	No charge	No charge	£0.00	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	2nd class postage only	£0.00	0.00%		
Library review amended fees and charges		Late return fees for items borrowed from the British library		This charge is levied where items borrowed from the British Library are returned late	Per Item	£4.55	£4.55	£0.00	0.00%		
Library review amended fees and charges		One off events		This includes a range of author and cultural events. A mix of charges would be applied dependent upon the cost of hosting the specific event and its intended audience. These are in addition to the core service of events which remains free.	Per session, per person	£0 up to £20	£0 up to £20	£0.00	0.00%		
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	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	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	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	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	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	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	0.00%		
Library review amended fees and charges		Music Sets And Scores for all choirs		Administration fee to replace lost items. This is payable by music groups and organisations.	Per set lost	£10.00 + cost of replacement	£10.00 + cost of replacement	£0.00	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	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	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	0.00%		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 1	Refuse - wheeled bins	Recycling and Waste	Request for initial 240 ltr bin	Per Bin	£56.71	£58.41	£1.70	2.99%		
SS 2	Refuse - wheeled bins	Recycling and Waste	Request for additional 240 ltr bin	Per Bin	£172.94	£178.12	£5.18	2.99%		
SS 3	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Request for Initial 660 ltr bin per 3 flats	Per Bin	£177.74	£183.07	£5.33	3.00%		
SS 4	Refuse - wheeled bins	Recycling and Waste	Request for replacement 240 ltr green waste	Per Bin	£56.71	£58.41	£1.70	2.99%		
SS 5	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Request for additional 660 Litre bin per 3 flats	Per Bin	£303.45	£312.55	£9.10	3.00%		
SS 6	Refuse - wheeled bins	Recycling and Waste	Request for Initial 940 ltr bin per 4 flats	Per Bin	£303.45	£312.55	£9.10	3.00%		
SS 7	Refuse - wheeled bins	Recycling and Waste	Request for additional 940 ltr bin per 4 flats	Per Bin	£601.44	£619.48	£18.04	3.00%		
SS 8	Refuse - wheeled bins	Recycling and Waste	Lid for 940 ltr bin	Per Bin	£70.84	£72.96	£2.12	2.99%		
SS 9	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Request for initial 1100 litre bin per 5 flats	Per Bin	£442.17	£455.43	£13.26	3.00%		
SS 10	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Replacement 1100 ltr lid	Per Bin	£70.84	£72.96	£2.12	2.99%		
SS 11	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Refurbished 1100 ltr bin (only as replacement not initial purchase)	Per Bin	£210.63	£216.94	£6.31	3.00%		
SS 12	Refuse - wheeled bins	Recycling and Waste	Delivery Charge for 2nd Hand Bins	Per Bin	£32.59	£33.56	£0.97	2.98%		
SS 13	Refuse - wheeled bins	Recycling and Waste	Fete Bin	Per Bin	£47.74	£49.21	£1.47	3.09%		
SS 14	Domestic Refuse sacks	Recycling and Waste	Grey Domestic Refuse Sack	50 Bags	£5.51	£5.67	£0.16	2.94%		
SS 15	Flats recycling bins	Recycling and Waste	Frame for flats recycling bins	Per frame	£514.08	£529.50	£15.42	3.00%		
SS 16	Clinical waste collection	Recycling and Waste	Individual user in own home (per bag, sharp or box)	Per unit collected	Free	Free	£0.00	0.00%		
SS 17	Clinical waste collection	Recycling and Waste	Residential care homes or similar (per bag, sharps or box)	Per unit collected	£31.57	£32.51	£0.94	2.98%		
SS 18	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 1 non electrical item of rubbish or furniture	Per item	£57.70	£57.70	£0.00	0.00%		
SS 19	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 2 non electrical items of rubbish or furniture	Per item	£73.85	£73.85	£0.00	0.00%		
SS 20	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 3 non electrical item of rubbish or furniture	Per item	£88.65	£88.65	£0.00	0.00%		
SS 21	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 4 non electrical item of rubbish or furniture	Per item	£104.80	£104.80	£0.00	0.00%		
SS 22	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 5 non electrical item of rubbish or furniture	Per item	£119.65	£119.65	£0.00	0.00%		
SS 23	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 6 non electrical item of rubbish or furniture	Per item	£135.75	£135.75	£0.00	0.00%		
SS 24	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 7 non electrical item of rubbish or furniture	Per item	£150.85	£150.85	£0.00	0.00%		
SS 25	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 8 non electrical item of rubbish or furniture	Per item	£166.95	£166.95	£0.00	0.00%		
SS 26	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 9 non electrical item of rubbish or furniture	Per item	£181.80	£181.80	£0.00	0.00%		
SS 27	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 10 non electrical item of rubbish or furniture	Per item	£196.90	£196.90	£0.00	0.00%		
SS 28	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 1 Electrical	Per item	£45.75	£45.75	£0.00	0.00%		
SS 29	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 2 Electrical	Per item	£60.80	£60.80	£0.00	0.00%		
SS 30	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 3 Electrical	Per item	£75.90	£75.90	£0.00	0.00%		
SS 31	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 4Electrical	Per item	£91.80	£91.80	£0.00	0.00%		
SS 32	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 5 Electrical	Per item	£106.90	£106.90	£0.00	0.00%		
SS 33	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 6 Electrical	Per item	£123.00	£123.00	£0.00	0.00%		
SS 34	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 7 Electrical	Per item	£137.85	£137.85	£0.00	0.00%		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 35	Bulky & electrical items collection	Recycling and	Prepaid charge for removal of 8 Electrical	Per item	£153.95	£153.95	£0.00	0.00%		
SS 36	Bulky & electrical items collection	Recycling and	Prepaid charge for removal of 9 Electrical	Per item	£169.05	£169.05	£0.00	0.00%		
SS 37	Bulky & electrical items collection	Recycling and	Prepaid charge for removal of 10 Electrical	Per item	£185.15	£185.15	£0.00	0.00%		
SS 38	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 240 litre waste container	Per item	£49.15	£50.62	£1.47	2.99%		
SS 39	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 360 litre waste container	Per item	£52.25	£53.81	£1.56	2.99%		
SS 40	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 660 litre waste container	Per item	£60.80	£62.62	£1.82	2.99%		
SS 41	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 940 litre waste container	Per item	£69.40	£71.48	£2.08	3.00%		
SS 42	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 1100 litre waste container	Per item	£73.85	£76.06	£2.21	2.99%		
SS 43	Removal of dead domestic animals (private dwellings)	Recycling and Waste	Charge for removal	Per animal	£58.85	£60.61	£1.76	2.98%		
SS 44	Graffiti removal	Recycling and Waste	Charge for 1st square metre	Per area	£58.85	£60.61	£1.76	2.98%		
SS 45	Graffiti removal	Recycling and Waste	Charge for each additional square metre	Per area	£69.21	£71.28	£2.07	3.00%		
SS 46	Trade Waste - Refuse	Recycling and Waste	Compactor Skip: Annual charge for one collection per week	Per skip	£8,346.92	£8,597.32	£250.40	3.00%		
SS 47	Trade Waste - Refuse	Recycling and Waste	Charge for single occasion (Compactor Skip)	Per skip	£208.74	£215.00	£6.26	3.00%		
SS 48	Trade Waste - Refuse	Recycling and Waste	Non containerised Trade special collections : initial 30 mins	Per container	£97.56	£100.48	£2.92	2.99%		
SS 49	Trade Waste - Refuse	Recycling and Waste	Non containerised Trade special collections : Subsequent 30 mins	Per container	£71.60	£73.74	£2.14	2.98%		
SS 50	Trade Waste - Refuse	Recycling and Waste	Initial 1100 Trade Special Collection	Per container	£75.33	£77.58	£2.25	2.99%		
SS 51	Trade Waste - Refuse	Recycling and Waste	Each extra 1100	Per container	£28.36	£29.21	£0.85	3.01%		
SS 52	Trade Waste - Refuse	Recycling and Waste	Initial 940 Trade Special Collection	Per container	£70.79	£72.91	£2.12	3.00%		
SS 53	Trade Waste - Refuse	Recycling and Waste	Each extra 940	Per container	£23.87	£24.58	£0.71	2.98%		
SS 54	Trade Waste - Refuse	Recycling and Waste	Initial 660 Trade Special Collection	Per container	£62.02	£63.88	£1.86	3.01%		
SS 55	Trade Waste - Refuse	Recycling and Waste	Each extra 660	Per container	£17.19	£17.70	£0.51	2.98%		
SS 56	Trade Waste - Refuse	Recycling and Waste	Initial 360 Trade Special Collection	Per container	£53.30	£54.89	£1.60	2.99%		
SS 57	Trade Waste - Refuse	Recycling and Waste	Each extra 360	Per container	£9.79	£10.08	£0.29	2.94%		
SS 58	Trade Waste - Refuse	Recycling and Waste	Initial 240 Trade Special Collection	Per container	£50.13	£51.63	£1.50	2.99%		
SS 59	Trade Waste - Refuse	Recycling and Waste	Each extra 240	Per container	£6.43	£6.62	£0.19	3.02%		
SS 60	Trade Waste - external clients	Recycling and Waste	Charge for single occasion(open skip)	Per skip	£261.53	£269.37	£7.84	3.00%		
SS 61	Trade Waste - Refuse	Recycling and Waste	240 Litre Bins	Per container	£392.55	£404.32	£11.77	3.00%		
SS 62	Trade Waste - Refuse	Recycling and Waste	360 Litre Bins	Per container	£457.06	£470.77	£13.71	3.00%		
SS 63	Trade Waste - Refuse	Recycling and Waste	660 Litre Bins	Per container	£704.67	£725.81	£21.14	3.00%		
SS 64	Trade Waste - Refuse	Recycling and Waste	1100 Litre Bins	Per container	£953.04	£981.63	£28.59	3.00%		
SS 65	Trade Waste - Refuse	Recycling and Waste	Plastic sacks (Trade) first pack of 50	Per pack/50	£74.00	£76.22	£2.22	3.00%		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 66	Trade Waste - Refuse	Recycling and Waste	Plastic sacks (Trade) first pack of 100	Per pack/100	£142.00	£146.26	£4.26	3.00%		
SS 67	Trade Waste - Recycling	Recycling and Waste	50 sacks (recycling)	Per Pack/50	£60.00	£61.80	£1.80	3.00%		
SS 68	Trade Waste - Recycling	Recycling and Waste	100 sacks (recycling)	Per Pack/100	£117.00	£120.51	£3.51	3.00%		
SS 69	Trade Waste - Cardboard	Recycling and Waste	Cardboard Sticker	Each	£5.00	£5.00	£0.00	0.00%		
SS 70	Trade Waste	Recycling and Waste	Contract Cancellation Fee	Each	10% of annual cost	10% of annual cost	£0.00	0.00%		
SS 71	Trade waste - other council departments	Recycling and Waste	Charge for single occasion(open skip)	Per skip	£78.49	£80.84	£2.35	3.00%		
SS 72	Grab Lorry charges	Recycling and Waste	Grab Lorry Special Collections Hourly Charge	Per collection made	£47.99	£49.42	£1.43	2.98%		
SS 73	Grab Lorry charges	Recycling and Waste	Grab Lorry Special Collections Disposal cost per tonne	Per disposal made	£114.60	£118.03	£3.43	3.00%		
SS 74	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 23 Litre caddy (44 weeks)	Per container	£61.59	£63.43	£1.84	2.98%		
SS 75	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 140 Litre bin (44 weeks)	Per container	£140.00	£144.20	£4.20	3.00%		
SS 76	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin (44 weeks)	Per container	£172.53	£177.70	£5.17	3.00%		
SS 77	Recycling - wheeled bins/containers for new developments and flats	Recycling and Waste	All charges for flats and new development will be brought into line with container chargers for other waste streams and households	Per containers	All charges for flats and new development will be brought into line with container chargers for other waste streams and households	All charges for flats and new development will be brought into line with container chargers for other waste streams and households	£0.00	0.00%	New developments can be instructed to provide 50/50 provision of recycling and waste containers for new developments	
SS 78	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 240 litre or smaller recycling container	Per Collection/ Empty	£7.79	£8.02	£0.23	2.97%	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 79	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 360 litre dry recycling container	Per Collection/ Empty	£8.75	£9.01	£0.26	2.97%	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 80	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 660 litre dry recycling container	Per Collection/ Empty	£12.60	£12.97	£0.37	2.97%	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 81	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 1100 litre or larger recycling container	Per Collection/ Empty	£16.44	£16.93	£0.49	2.97%	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 82	Commercial Waste - Saturday Collection	Recycling and Waste	Additional fee for Saturday Collections	% supplement	15% additional cost on annual charge	15% additional cost on annual charge	£0.00	0.00%	Customers are keen on weekend collections but this incurs additional operational costs - we wish to introduce this service. It will be a charge uplift on the standard weekday collections	
SS 83	Commercial Waste - Sunday collections	Recycling and Waste	Additional fee for Sunday Collections	% supplement	25% additional cost on annual charge	25% additional cost on annual charge	£0.00	0.00%	Customers are keen on weekend collections but this incurs additional operational costs - we wish to introduce this service. It will be a charge uplift on the standard weekday collections	
SS 84	Commercial Waste - Recycling	Recycling and Waste	240 Litre Bins and below -- Weekly Collection	Per container	£249.00	£249.00	£0.00	0.00%		
SS 85	Commercial Waste - Recycling	Recycling and Waste	360 Litre Bins - Weekly Collection	Per container	£299.00	£299.00	£0.00	0.00%		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 86	Commercial Waste - Recycling	Recycling and Waste	660 Litre Bins - Weekly Collection	Per container	£499.00	£499.00	£0.00	0.00%		
SS 87	Commercial Waste - Recycling	Recycling and Waste	1100 Litre Bins and above - Weekly Collection	Per container	£699.00	£699.00	£0.00	0.00%		
SS 88	Commercial Waste - Food Waste	Recycling and Waste	Food Caddie - below 30 Litre - Weekly Collection	Per container	£100.00	£100.00	£0.00	0.00%		
SS 89	Commercial Waste - Food Waste	Recycling and Waste	140 Litre Food Waste Bin - Weekly Collection	Per container	£309.00	£309.00	£0.00	0.00%		
SS 90	Commercial Waste - Food Waste	Recycling and Waste	240 Litre Food Waste Bin - Weekly Collection	Per container	£474.00	£474.00	£0.00	0.00%		
SS 91	Commercial Waste - Fortnightly collection	Recycling and Waste	Fortnightly collection annual cost contracts for all commercial wheeled bin container for customers with a recycling contract	Per contract	50% reduction on a weekly contract per annum for general waste	50% reduction on a weekly contract per annum for general waste	£0.00	0.00%	A key way to incentivise recycling is to offer fortnightly waste collection alongside customers taking up the recycling offer	
SS 92	Commercial Waste - Contract Change	Recycling and Waste	Contract change fee (exc. upgrades)	Per occurrence	£25.00	£25.00	£0.00	0.00%	To cover the admin cost of contract cancellations	
SS 93	Commercial Waste	Recycling and Waste	Overweight charge per collection	Per container per collection	£20.00	£20.00	£0.00	0.00%	Overweight bins incur high disposal costs and lead to a loss of income. Charging for overweight bins based on a pre agreed level which will be included within the commercial waste contracts will discourage this and protect the council. Weighing technology on commercial waste vehicle will easily allow the crews to know which bins are overweight.	
SS 94	Commercial Waste - Contaminated Bins (240L and below)	Recycling and Waste	Additional charge for collection of a contaminated bin - 240 Litre and below	Per collection	£17.55	£18.07	£0.52	2.97%	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 95	Commercial Waste - Contaminated Bins (360L)	Recycling and Waste	Additional charge for collection of a contaminated bin - 360 Litre	Per collection	£18.79	£19.35	£0.56	2.98%	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 96	Commercial Waste - Contaminated Bins (660L)	Recycling and Waste	Additional charge for collection of a contaminated bin - 660 Litre	Per collection	£23.55	£24.25	£0.70	2.97%	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 97	Commercial Waste - Contaminated Bins (1100L and above)	Recycling and Waste	Additional charge for collection of a contaminated bin - 1100 Litre and above	Per collection	£28.33	£29.17	£0.84	2.97%	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 98	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	£227.50	£234.32	£6.82	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 99	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 360 Litre bin 44 weeks a year	Per container	£268.13	£276.17	£8.04	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 100	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 660 Litre bin 44 weeks a year	Per container	£372.99	£384.17	£11.18	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 101	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	£457.56	£471.28	£13.72	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 102	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	£172.53	£177.70	£5.17	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 103	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 360 Litre bin 44 weeks a year	Per container	£195.75	£201.62	£5.87	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 104	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 660 Litre bin 44 weeks a year	Per container	£319.18	£328.75	£9.57	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 105	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	£400.63	£412.64	£12.01	3.00%	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 106	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 30 Litre caddie or below 44 weeks a year	Per container	£61.59	£63.43	£1.84	2.98%	Controlled Waste Regulations 2012 state schools should only be charged for collection	
SS 107	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 140 Litre bin 44 weeks a year	Per container	£209.97	£216.26	£6.29	3.00%	Controlled Waste Regulations 2012 state schools should only be charged for collection	
SS 108	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin 44 weeks a year	Per container	£329.56	£339.44	£9.88	3.00%	Controlled Waste Regulations 2012 state schools should only be charged for collection	
SS 109	Schools: Waste and Recycling	Recycling and Waste	Schools additional lifts for weeks 45-52	Per collection made	Pro rata cost of 44 week contract per lift	Pro rata cost of 44 week contract per lift	£0.00	0.00%	Schools generally close during the holiday period and this charge will enable them to better manage their waste needs	
SS 110	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 240 Litre bin or smaller	Per container	£268.86	£276.92	£8.06	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 111	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 360 Litre bin	Per container	£316.89	£326.39	£9.50	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 112	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 660 Litre bin	Per container	£440.81	£454.03	£13.22	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 113	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 1100 Litre or above bin	Per container	£540.76	£556.98	£16.23	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 114	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 240 Litre bin or smaller	Per container	£203.89	£210.00	£6.11	2.99%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 115	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 360 Litre bin	Per container	£231.34	£238.28	£6.94	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 116	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 660 Litre bin	Per container	£377.21	£388.52	£11.31	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 117	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 1100 Litre or above bin	Per container	£473.47	£487.67	£14.20	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 118	Schedule 2: Food	Recycling and Waste	Weekly collection of 30 Litre caddie or below 44 weeks a year	Per container	£72.79	£74.97	£2.18	2.99%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 119	Schedule 2: Food	Recycling and Waste	Weekly collection of 140 Litre bin	Per container	£248.14	£255.58	£7.44	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 120	Schedule 2: Food	Recycling and Waste	Weekly collection of 240 Litre bin	Per container	£389.48	£401.16	£11.68	3.00%	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 1 Highways	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	£221.00	£225.00	£4.00	1.81%	Some works under s50 licences are undertaken under multiple phases to carry out remedial works or make an excavation permanent. Each additional phase incurs admin and inspection costs that are less than the initial licence cost but significant and not covered elsewhere. This charge would cover such additional work when required	
Re	HW 2 Highways	Highways	Unlicensed Skip found on the highway	Each	£293.50	£293.50	£0.00	0.00%		
Re	HW 3 Highways	Highways	Traffic sensitive site inspection charge Skips	Each	£58.50	£58.50	£0.00	0.00%		
Re	HW 4 Highways	Highways	Licence to erect or retain on or over a highway any scaffolding or other structure	Each	£176.00	£176.00	£0.00	0.00%		
Re	HW 5 Highways	Highways	Licence to erect a hoarding or fence and site inspections to monitor compliance	Each	£176.00	£176.00	£0.00	0.00%		
Re	HW 6 Highways	Highways	Licence to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£176.00	£176.00	£0.00	0.00%		
Re	HW 7 Highways	Highways	Licence to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£176.00	£176.00	£0.00	0.00%		
Re	HW 8 Highways	Highways	Vehicle Crossover - Processing and monitoring of Crossover applications and works under possible alternative arrangements where works are arranged by residents rather than the Authority.	Each	£404.50	£404.50	£0.00	0.00%		Charge includes for an initial site visit on receipt of a crossover application, granting or refusing application, further site visits as required to monitor the works carried out and issuing a completion certificate.
Re	HW 9 Highways	Highways	Vehicle Crossover - On occasions where it is necessary for obstructions to be considered for removal in order for a crossover to be constructed such as a tree or lighting column, thereby necessitating a site visit by a tree officer/lighting engineer.	Each	£139.50	£139.50	£0.00	0.00%		
Re	HW 10 Highways	Highways	Rechargeable construction Works - Vehicle Crossovers, Street Lighting, Highway Construction, Sign supply and installation etc.	Each	£234.50	£234.50	£0.00	0.00%		Administration charge includes: inspections; statutory searches, management of documents, scanning, archiving, confidential disposal of paper documents, officer time in dialogue with customer and council departments.
Re	HW 11 Highways	Highways	Vehicle Crossover White Line Re-marking existing faded lines	Each	£115.50	£115.50	£0.00	0.00%		Charge includes for up to 5 metres - Each additional metre is charged at £20.
Re	HW 12 Highways	Highways	Section 50 Street works licence	Per licence	£505.50	£505.50	£0.00	0.00%		
Re	HW 13 Highways	Highways	Memorial Seat/bench, up to 6ft in length, Including on-going care for 10 years.	Each Bench	£139.50 + £1025 for cost of bench + £132.50 for cost of plaque if required	£139.50 + £1025 for cost of bench + £132.50 for cost of plaque if required	£0.00	0.00%		To be consistent with Hendon Cemetery

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 14 Highways	Highways	Type 1 Bronze Plaque	Each	£181.50	£181.50	£0.00	0.00%		
Re	HW 15 Highways	Highways	Type 2 Bronze Plaque	Each	£181.50	£181.50	£0.00	0.00%		
Re	HW 16 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application initial meeting to discuss proposed developments.	Each	£587.50	£587.50	£0.00	0.00%		
Re	HW 17 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate up to Snr Eng.	£126.50	£126.50	£0.00	0.00%		
Re	HW 18 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate above Snr Eng.	£196.00	£196.00	£0.00	0.00%		
Re	HW 19 Highways	Highways	The alteration of parking layout through Traffic Management Order (TMO) processes. Charge covers the public consultation, advertising and one TMO alteration	Each	£1,963.50	£1,963.50	£0.00	0.00%		1. Where objections are received to traffic orders the cost is increased by an additional £210 to take into account staff time in considering the objections. 2. Additional charges may apply if there is significant design input required from Officers. 3. The cost of actual work will be a separate composite unit rate based on contractor's tendered rate plus 30% overhead costs
Re	HW 20 Highways	Highways	Enquiries on Highway matters requiring an official response. To cover all enquiries including GIS, Traffic Management Order, traffic schemes, accident data, rights of way and similar	Each	£212.00	£212.00	£0.00	0.00%		Enquires requiring more than two items or queries to be addressed will be charged at £75 per additional item.
Re	HW 21 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate up to Snr Eng.	£126.50	£126.50	£0.00	0.00%		£0.00
Re	HW 22 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate above Snr Eng.	£196.00	£196.00	£0.00	0.00%		£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%	£0.00	0.00%		These works are carried out under Section 38 / 278 of the Highways Act 1980 and / or Section 106 of the Town and Country Planning Act by Agreement. Highest percentage figure used when works cost in under £400,000. Lowest percentage used when works cost £1m to £2m. When works cost over £2m they are subject to individual negotiation. The Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will also be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 24 Highways	Highways	Minor Offsite Highways Work : Technical approval of highway layout & construction details and the supervision of highway works on the public highway for minor offsite highways work necessitated by the new development	Each	£2,938.50	£2,938.50	£0.00	0.00%		Under section 184 of the Highways Act 1980, the charges relate to each access created or closed.
Re	HW 25 Highways	Highways	Highway Licences : Processing of Licences under the Highways Act 1980 on new developments (i.e. under Sections 142;177;179;181 etc.)	Each	£3,682.00	£3,682.00	£0.00	0.00%		Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 26 Highways	Highways	Processing of Stopping Up Order Under Section 247 of Town & Country Planning Act 1990	Each	£4,806.00	£4,806.00	£0.00	0.00%		Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will also be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements and statutory orders under the Town and Country Planning Act 1990 and dealing with any objections when processing statutory orders.
Re	HW 27 Highways	Highways	Processing of Stopping Up Order Under the Highways Act 1980	Each	£7,553.00	£7,553.00	£0.00	0.00%		Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 28 Highways	Highways	Processing of Notification for Transport for London approval under TMA 2004	Each	£3,682.00	£3,682.00	£0.00	0.00%		Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 29 Highways	Highways	Consideration of a request to construct a vehicle crossover, where works are arranged by the authority via the highways term contractor	Each	£173.00	£173.00	£0.00	0.00%		Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.
Re	HW 30 Highways	Highways	Deposit related to an application for a licence to erect or retain on or over a highway any scaffolding or other structure	Each	£535.00	£535.00	£0.00	0.00%		Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 31 Highways	Highways	Deposit related to an application to erect a hoarding or fence and site inspections to monitor compliance	Each	£535.00	£535.00	£0.00	0.00%		Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 32 Highways	Highways	Deposit in relation to a request to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£535.00	£535.00	£0.00	0.00%		Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 33 Highways	Highways	Deposit in relation to an application to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£235 excluding deposit	£235 excluding deposit	£0.00	0.00%		Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 34 Highways	Highways	Vehicle Crossover Legal Agreement	Each	£187.50	£187.50	£0.00	0.00%		Cost includes recovery of costs incurred relating to the processing of the application and scheduling agreement for Legal. Legal costs in preparing for signing agreements and Local Land charges.
Re	HW 35 Highways	Highways	Vehicle Crossover White Line - Process Application	Each	£149.50	£149.50	£0.00	0.00%		Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.
Re	HW 36 Highways	Highways	Vehicle Crossover White Line Installation	Each	£165.00	£165.00	£0.00	0.00%		Charge includes for up to 5 metres - Each additional metre is charged at £20.
Re	HW 37 Highways	Highways	Private Street Name Plate - Supply and Installation	Each	£280.50	£280.50	£0.00	0.00%		£0.00
Re	HW 38 Highways	Highways	Licence to place skip on the highway	Each	£26 per week with a £52 minimum	£26 per week with a £52 minimum	£0.00	0.00%		Minimum of two weeks will apply
Re	HW 39 Highways	Highways	Renewal for expired skip licence	Each	£26 per week with a £52 minimum	£26 per week with a £52 minimum	£0.00	0.00%		Minimum of two weeks will apply
Re	HW 40 Highways	Highways	Watercourse Consent	Each	£50.00	£50.00	£0.00	0.00%		£0.00
Re	HW 41 Highways	Highways	Private Street Name Plate - Quote and Specification Fee	Each	£280.50	£280.50	£0.00	0.00%		£0.00
Re	HW42 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road when restriction is required without delay. Includes site meetings, making temporary traffic notices and erecting street notices. Excludes signs/road markings	Per order	£1,627.00	£1,627.00	£0.00	0.00%		Used in urgent/emergency situations.
Re	HW 43 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - material and depth failure	Per failure	£140.32	£140.32	£0.00	0.00%		
Re	HW 44 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 1 layer	Per failure	£181.37	£181.37	£0.00	0.00%		
Re	HW 45 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 2 layers	Per failure	£224.81	£224.81	£0.00	0.00%		
Re	HW 46 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 3 layers	Per failure	£268.24	£268.24	£0.00	0.00%		

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 47 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 4 layers	Per failure	£311.68	£311.68	£0.00	0.00%		
Re	HW 48 Rechargeable Works	Highways	Commuted sums from developers for future maintenance liabilities of new or improved areas of highways	Unit depends on the assets adopted	Commuted sum rates calculated based on APEPT guidelines	Commuted sum rates calculated based 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 49 Rechargeable Works	Highways	Provide and place new salt bin, inc salt	Item	£357.00	£357.00	£0.00	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 50 Rechargeable Works	Highways	Replace damaged salt bin, inc salt refill	Item	£357.00	£357.00	£0.00	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 51 Rechargeable Works	Highways	Salt refill of bin	Item	£142.50	£142.50	£0.00	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 52 Rechargeable Works	Highways	Recover keys from road gully	Item	£282.50	£282.50	£0.00	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 53 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to facilitate a Special Event or similar whether on or off-street. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings.	Per order	£201.00	£201.00	£0.00	0.00%		Schedule 1 of SI.1998 No. 948 The Local Authorities (Transport Charges) Regulations 1998
Re	HW 54 Rechargeable Works	Highways	Approval to carry out a traffic count on borough roads	Each	£316.00	£316.00	£0.00	0.00%		Sections 6, 14 and 16 of the Road Traffic Regulation Act 1984 and regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948 (This list is not exhaustive. There are other statutory provisions that can be relied upon i.e. provisions around traffic calming measures in the Highways Act 1980). If the above does not apply, then section 93 of the Local Government 2003.
Re	HW 55 Rechargeable Works	Highways	Anything done to restrict or prohibit traffic on a road in order to carry out works on or near the road. Includes making temporary traffic orders, advertising, providing notification of the restrictions and making, erecting, maintaining diversion signs, barriers etc. to implement the road closure and removal thereof	Per order	£3,886.00	£3,886.00	£0.00	0.00%		Section 14(1) of the Road Traffic Regulation Act 1984, regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948 and Schedules in the Traffic Signs Regulations and General Directions 2002/3113. If the above does not apply, then section 93 of the Local Government 2003.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 56 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings	Per order	£1,983.50	£1,983.50	£0.00	0.00%		Sections 6 and 14 of Road Traffic Regulation Act 1984 and regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948. If the above does not apply, section 93 of the Local Government 2003.
Re	HW 57 Rechargeable Works	Highways	Consideration of a request to place a traffic sign to indicate the route to specified land or premises and the placing of such a sign	Per Sign	£336.50	£336.50	£0.00	0.00%		Under section 65 (3A) of the Road Traffic Regulation Act 1984, no charge should be requested to permit a traffic sign to be placed on or near any road in their area if - (i) the sign conveys information of a temporary nature or is otherwise intended to be placed only temporarily; and (ii) the sign is to be placed by a body which is prescribed for the purposes of this subsection as being a body appearing to the Secretary of State to be representative of the interests of road users or any class of road users.
Re	HW 58 Rechargeable Works	Highways	Provide traffic flow data from automatic traffic counters or previously conducted manual counts	Each	£413.00	£413.00	£0.00	0.00%		This depends on the purpose behind the request for the traffic flow data to be provided. For example, there is no charge for traffic counts done under the Road Traffic Reduction Act 1997 where parliament has made a provision in the local authority's budget to carry out traffic counts and share traffic flow data and prepare reports on the same.
Re	HW 59 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major PAA	per permit	£107.00	£105.00	-£2.00	-1.87%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 60 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major	per permit	£244.50	£240.00	-£4.50	-1.84%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 61 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Standard	per permit	£132.50	£130.00	£-2.50	-1.89%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 62 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Minor	per permit	£66.00	£65.00	£-1.00	-1.52%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 63 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Immediate	per permit	£61.00	£60.00	£-1.00	-1.64%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 64 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Permit Variation	per permit	£45.50	£45.00	£-0.50	-1.10%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 65 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major PAA	per permit	£76.50	£75.00	£-1.50	-1.96%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 66 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major	per permit	£153.00	£150.00	£-3.00	-1.96%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 67 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Standard	per permit	£76.50	£75.00	£-1.50	-1.96%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 68 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Minor	per permit	£45.50	£45.00	£-0.50	-1.10%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 69 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Immediate	per permit	£40.50	£40.00	£-0.50	-1.23%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 70 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Permit Variation	per permit	£35.50	£35.00	£-0.50	-1.41%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 71 Rechargeable Works	Highways	Permit Scheme Fixed Penalty Notice for failure to apply for a permit before commencing works	Per failure	£510.00	£500.00	£-10.00	-1.96%	Fixed Fee	Charge is discounted to £300 if payment is made within 29 days (regulation 25 of Traffic Management Permit Scheme (England) Regulations 2007/3372). Maximum fee of £500 is prescribed by Secretary of State so should be monitored. Also subject to time limits for issuing fixed penalty notices set out in regulation 22.
Re	HW 72 Rechargeable Works	Highways	Permit Scheme Fixed Penalty Notice for failure to comply with a permit condition	Per failure	£122.00	£120.00	£-2.00	-1.64%	Fixed Fee	Charge is discounted to £80 if payment is made within 29 days (regulation 25 of Traffic Management Permit Scheme (England) Regulations 2007/3372). Maximum fee of £120 is prescribed by Secretary of State so should be monitored. Also subject to time limits for issuing fixed penalty notices set out in regulation 22.

GLL Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation	
Swimming	Casual Swim - all sessions	Adult Non Member	Adult Non Member	per session	£6.65	£6.80	£0.15	2.26%			
	Casual Swim - all sessions	Better H&F Adult	Better H&F Adult	per session	£4.65	£4.75	£0.10	2.15%			
	Casual Swim - all sessions	Better H&F Adult Con	Better H&F Adult Con	per session	£3.35	£3.40	£0.05	1.49%			
	Casual Swim - all sessions	Jnr Non Mem	Jnr Non Mem	per session	£4.10	£4.20	£0.10	2.44%			
	Casual Swim - all sessions	Better H&F Junior	Better H&F Junior	per session	£2.70	£2.75	£0.05	1.85%			
	Casual Swim - all sessions	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.00	£2.05	£0.05	2.50%			
	Tots Water World	Adult Non Member	Adult Non Member	per session	£7.70	£7.90	£0.20	2.60%			
	Tots Water World	Better H&F Adult	Better H&F Adult	per session	£5.40	£5.55	£0.15	2.78%			
	Tots Water World	Better H&F Adult Con	Better H&F Adult Con	per session	£3.80	£3.90	£0.10	2.63%			
	Swim Only - Monthly	Better H&F Adult	Better H&F Adult	per session	£29.95	£29.95	£0.00	0.00%			
Health and Fitness	Fitness Induction - (All Centres)	Better H&F Adult	Better H&F Adult	per session	£31.65	£32.50	£0.85	2.69%			
	Fitness Induction - (All Centres)	Better H&F Adult Con	Better H&F Adult Con	per session	£16.55	£17.00	£0.45	2.72%			
	Fitness Induction - (All Centres)	Better H&F Junior	Better H&F Junior	per session	£16.65	£17.10	£0.45	2.70%			
	Fitness Induction - (All Centres)	Better H&F Jnr Con	Better H&F Jnr Con	per session	£11.80	£12.10	£0.30	2.54%			
	Fitness induction and Programme - (All Centres)	Better H&F Adult	Better H&F Adult	per session	£39.00	£40.00	£1.00	2.56%			
	Fitness induction and Programme - (All Centres)	Better H&F Adult Con	Better H&F Adult Con	per session	£20.30	£20.80	£0.50	2.46%			
	Fitness induction and Programme - (All Centres)	Better H&F Junior	Better H&F Junior	per session	£19.45	£20.00	£0.55	2.83%			
	Fitness induction and Programme - (All Centres)	Better H&F Jnr Con	Better H&F Jnr Con	per session	£13.90	£14.25	£0.35	2.52%			
	Casual Gym (All Centres)	Better H&F Adult	Better H&F Adult	per session	£8.55	£8.75	£0.20	2.34%			
	Casual Gym (All Centres)	Better H&F Adult Con	Better H&F Adult Con	per session	£6.10	£6.25	£0.15	2.46%			
	Casual Gym (All Centres)	Better H&F Junior	Better H&F Junior	per session	£4.40	£4.50	£0.10	2.27%			
	Casual Gym (All Centres)	Better H&F Jnr Con	Better H&F Jnr Con	per session	£3.05	£3.10	£0.05	1.64%			
	Group Exercise Class (All Centres)	Adult Non Member	Adult Non Member	per session	£12.20	£12.50	£0.30	2.46%			
	Group Exercise Class (All Centres)	Better H&F Adult	Better H&F Adult	per session	£8.45	£8.65	£0.20	2.37%			
	Group Exercise Class (All Centres)	Better H&F Adult Con	Better H&F Adult Con	per session	£6.05	£6.20	£0.15	2.48%			
	Water Aerobics Class (1 hr) all centres	Adult Non Member	Adult Non Member	per session	£12.20	£12.50	£0.30	2.46%			
	Water Aerobics Class (1 hr) all centres	Better H&F Adult	Better H&F Adult	per session	£8.45	£8.65	£0.20	2.37%			
	Water Aerobics Class (1 hr) all centres	Better H&F Adult Con	Better H&F Adult Con	per session	£6.05	£6.20	£0.15	2.48%			
	Racket Sports	Table Tennis - per table	Adult Non Member	Adult Non Member	per session	£11.60	£11.90	£0.30	2.59%		
		Table Tennis - per table	Better H&F Adult	Better H&F Adult	per session	£8.15	£8.35	£0.20	2.45%		
Table Tennis - per table		Better H&F Adult Con	Better H&F Adult Con	per session	£6.00	£6.15	£0.15	2.50%			
Table Tennis - per table		Jnr Non Mem	Jnr Non Mem	per session	£7.45	£7.65	£0.20	2.68%			
Table Tennis - per table		Better H&F Junior	Better H&F Junior	per session	£6.00	£6.15	£0.15	2.50%			
Table Tennis - per table		Better H&F Jnr Con	Better H&F Jnr Con	per session	£3.70	£3.80	£0.10	2.70%			
Badminton - per court		Adult Non Member	Adult Non Member	per session	£17.35	£17.80	£0.45	2.59%			
Badminton - per court		Better H&F Adult	Better H&F Adult	per session	£12.00	£12.30	£0.30	2.50%			
Badminton - per court		Better H&F Adult Con	Better H&F Adult Con	per session	£9.20	£9.45	£0.25	2.72%			
Badminton - per court		Jnr Non Mem	Jnr Non Mem	per session	£9.15	£9.40	£0.25	2.73%			
Badminton - per court		Better H&F Junior	Better H&F Junior	per session	£6.25	£6.40	£0.15	2.40%			
Badminton - per court		Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.55	£4.65	£0.10	2.20%			
Tennis - 1 hour per court		Adult Non Member	Adult Non Member	per session	£9.00	£9.20	£0.20	2.22%			
Tennis - 1 hour per court		Better H&F Adult	Better H&F Adult	per session	£6.05	£6.20	£0.15	2.48%			
Tennis - 1 hour per court		Better H&F Adult Con	Better H&F Adult Con	per session	£4.50	£4.60	£0.10	2.22%			
Tennis - 1 hour per court		Jnr Non Mem	Jnr Non Mem	per session	£4.65	£4.75	£0.10	2.15%			
Tennis - 1 hour per court		Better H&F Junior	Better H&F Junior	per session	£3.15	£3.20	£0.05	1.59%			
Tennis - 1 hour per court		Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.20	£2.25	£0.05	2.27%			
Courses		Gymnastics 1 hour - Hendon only	Better H&F Junior	Better H&F Junior	per session	£7.65	£7.85	£0.20	2.61%		
		Gymnastics 1 hour - Hendon only	Better H&F Jnr Con	Better H&F Jnr Con	per session	£5.40	£5.55	£0.15	2.78%		
	Gymnastics 1 hour	Better H&F Junior	Better H&F Junior	per session	£6.25	£6.40	£0.15	2.40%			
	Gymnastics 1 hour	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.70	£4.80	£0.10	2.13%			
	Football 1 hour	Better H&F Junior	Better H&F Junior	per session	£6.65	£6.80	£0.15	2.26%			
	Football 1 hour	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.80	£4.90	£0.10	2.08%			
	Badminton 1 hour	Better H&F Junior	Better H&F Junior	per session	£6.65	£6.80	£0.15	2.26%			
	Badminton 1 hour	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.80	£4.90	£0.10	2.08%			

GLL Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Trampoline 1 hour - Hendon only	Better H&F Junior	Better H&F Junior	per session	£7.65	£7.85	£0.20	2.61%		
	Trampoline 1 hour - Hendon only	Better H&F Jnr Con	Better H&F Jnr Con	per session	£5.40	£5.55	£0.15	2.78%		
	Tennis 1 hour	Better H&F Junior	Better H&F Junior	per session	£8.40	£8.60	£0.20	2.38%		
	Tennis 1 hour	Better H&F Jnr Con	Better H&F Jnr Con	per session	£5.95	£6.10	£0.15	2.52%		
	Swimming 30 mins	Better H&F Junior	Better H&F Junior	per session	£6.95	£7.10	£0.15	2.16%		
	Swimming 30 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.85	£4.95	£0.10	2.06%		
	Swimming 45 mins	Better H&F Junior	Better H&F Junior	per session	£7.15	£7.30	£0.15	2.10%		
	Swimming 45 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.90	£5.00	£0.10	2.04%		
	Parent & Baby 30 mins	Better H&F Junior	Better H&F Junior	per session	£6.95	£7.10	£0.15	2.16%		
	Parent & Baby 30 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.85	£4.95	£0.10	2.06%		
	Synchronised Swim 45 mins	Better H&F Junior	Better H&F Junior	per session	£6.95	£7.10	£0.15	2.16%		
	Synchronised Swim 45 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.85	£4.95	£0.10	2.06%		
Drop in Sessions	Fun Session	Jnr Non Mem	Jnr Non Mem	per session	£4.15	£4.25	£0.10	2.41%		
	Fun Session	Better H&F Junior	Better H&F Junior	per session	£2.70	£2.75	£0.05	1.85%		
	Fun Session	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.00	£2.05	£0.05	2.50%		
	Gymnastics Session - Adults	Adult Non Member	Adult Non Member	per session	£16.85	£17.30	£0.45	2.67%		
	Gymnastics Session - Adults	Better H&F Adult	Better H&F Adult	per session	£11.75	£12.05	£0.30	2.55%		
	Gymnastics Session - Adults	Better H&F Adult Con	Better H&F Adult Con	per session	£8.30	£8.50	£0.20	2.41%		
	Gymnastics Assessment	Adult Non Member	Adult Non Member	per session	£17.05	£17.50	£0.45	2.64%		
	Gymnastics Assessment	Better H&F Adult	Better H&F Adult	per session	£17.05	£17.50	£0.45	2.64%		
	Gymnastics Assessment	Better H&F Adult Con	Better H&F Adult Con	per session	£17.00	£17.45	£0.45	2.65%		
	Better H&F Adult	Burnt Oak - Floodlit artificial full	Burnt Oak - Floodlit artificial	per session	£96.60	£99.00	£2.40	2.48%		
	Burnt Oak - Floodlit artificial (5-a-side) 1hr	Better H&F Adult	Better H&F Adult	per session	£48.20	£49.20	£1.00	2.07%		
	Burnt Oak - Floodlit artificial (5-a-side) 1hr	Better H&F Adult Con	Better H&F Adult Con	per session	£22.60	£23.10	£0.50	2.21%		
	Burnt Oak - Floodlit artificial (7-a-side) 1hr	Better H&F Adult	Better H&F Adult	per session	£79.15	£80.80	£1.65	2.08%		
	Burnt Oak - Floodlit artificial (7-a-side) 1hr	Better H&F Adult Con	Better H&F Adult Con	per session	£37.60	£38.40	£0.80	2.13%		
	Burnt Oak - Grass Pitch (junior) 7-a-side	Better H&F Adult	Better H&F Adult	per session	£28.20	£28.95	£0.75	2.66%		
	Burnt Oak - Grass Pitch (junior) 11-a-side	Better H&F Adult	Better H&F Adult	per session	£38.45	£39.50	£1.05	2.73%		
	Leisure Card: 50+ Health swim/year	Better H&F Adult	Better H&F Adult	per session	£87.00	£89.35	£2.35	2.70%		
	Toddlers' World sibling price at Burnt Oak	Jnr Non Mem	Jnr Non Mem	per session	£2.20	£2.25	£0.05	2.27%		
	Toddlers' World sibling price at Burnt Oak	Better H&F Junior	Better H&F Junior	per session	£2.20	£2.26	£0.06	2.64%		
	Toddlers' World sibling price at Burnt Oak	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.15	£2.20	£0.05	2.33%		
	Toddlers' World standard price at Burnt Oak (first	Jnr Non Mem	Jnr Non Mem	per session	£5.65	£5.80	£0.15	2.65%		
	Toddlers' World standard price at Burnt Oak (first	Better H&F Junior	Better H&F Junior	per session	£4.05	£4.15	£0.10	2.47%		
	Toddlers' World standard price at Burnt Oak (first	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.80	£2.85	£0.05	1.79%		
	Toddlers World (Hendon)	Jnr Non Mem	Jnr Non Mem	per session	£5.80	£5.95	£0.15	2.59%		
	Toddlers World (Hendon)	Better H&F Junior	Better H&F Junior	per session	£4.20	£4.30	£0.10	2.38%		
	Toddlers World (Hendon)	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.95	£3.00	£0.05	1.69%		
Birthday Parties	Burnt Oak	Adult Non Member	Adult Non Member	per session	£171.00	£175.00	£4.00	2.34%		
	Copthall	Adult Non Member	Adult Non Member	per session	£171.00	£175.00	£4.00	2.34%		
	Church Farm	Adult Non Member	Adult Non Member	per session	£155.00	£159.00	£4.00	2.58%		
	Hendon	Adult Non Member	Adult Non Member	per session	£191.00	£195.00	£4.00	2.09%		
	Finchley Lido	Adult Non Member	Adult Non Member	per session	£167.00	£171.00	£4.00	2.40%		
Badminton Club -	Burnt Oak	Adult Non Member	Adult Non Member	per session	£5.20	£5.30	£0.10	1.92%		
	Burnt Oak	Better H&F Adult	Better H&F Adult	per session	£3.40	£3.45	£0.05	1.47%		
	Burnt Oak	Better H&F Adult Con	Better H&F Adult Con	per session	£1.60	£1.60	£0.00	0.00%		
Creche	Burnt Oak	Better H&F Adult	Better H&F Adult	per session	£4.15	£4.20	£0.05	1.20%		
	Burnt Oak	Better H&F Adult Con	Better H&F Adult Con	per session	£3.40	£3.45	£0.05	1.47%		
Sauna	Finchley Lido	Adult Non Member	Adult Non Member	per session	£11.25	£11.50	£0.25	2.22%		
	Finchley Lido	Better H&F Adult	Better H&F Adult	per session	£7.80	£8.00	£0.20	2.56%		
	Finchley Lido	Better H&F Adult Con	Better H&F Adult Con	per session	£4.15	£4.25	£0.10	2.41%		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	Planning Briefs & Supplementary Planning Guidance	Each	£41.30	£43.00	£1.70	4.12%	Available online	
Re	Planning	(for residents only)	Each	£17.30	£18.00	£0.70	4.05%	Available online	
Re	Planning	Conservation Area Character Appraisals	Each (sub areas within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£34.65	£36.00	£1.35	3.90%		
Re	Planning	(for residents only)	Each. (sub area within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£17.30	£18.00	£0.70	4.05%		
Re	Planning	Statutory List of Buildings of special architectural or historic interest	Each	£42.60	£44.00	£1.40	3.29%		
Re	Planning	(for residents only)	Each	£22.80	£23.50	£0.70	3.07%		
Re	Planning	Schedule of Building of local or historic interest	Each	£35.25	£37.00	£1.75	4.96%		
Re	Planning	(for residents only)	Each	£17.30	£18.00	£0.70	4.05%		
Re	Planning	Statutory List extracts	Each	£22.25	£23.00	£0.75	3.37%		
Re	Planning	One building per extra copy	Each	£17.30	£18.00	£0.70	4.05%		
Re	Planning	Article 4 Directions per area	Each	£32.60	£34.00	£1.40	4.29%		
Re	Planning	Conservation Area Maps	Each	£41.30	£43.00	£1.70	4.12%		
Re	Planning	(for residents only)	Each	£23.25	£24.00	£0.75	3.23%		
Re	Planning	Copies of Planning Decisions	Each	£29.55	£31.00	£1.45	4.91%		
Re	Planning	Copies of Enforcement Notices	Each	£29.55	£31.00	£1.45	4.91%		
Re	Planning	Weekly list of Planning applications per area by email	Each	Free	Free				
Re	Planning	Tree Preservation Order Full Document	Each	£29.55	£30.00	£0.45	1.52%		
Re	Planning	Tree Preservation Order Extract	Each	£15.00	£15.50	£0.50	3.33%		
Re	Planning	Photocopying per A3 copy	Each	£1.50	£1.50	£0.00	0.00%		
Re	Planning	Photocopying per A4 copy	Each	£1.00	£1.00	£0.00	0.00%		
Re	Planning	A1-A0	Each	£22.50	£22.50	£0.00	0.00%		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	A2	Each	£17.10	£17.10	£0.00	0.00%		
Re	Planning	A3	Each	£1.50	£1.50	£0.00	0.00%		
Re	Planning	A4	Each	£1.00	£1.00	£0.00	0.00%		
Re	Planning	Per CD	Each	£34.78	£36.00	£1.22	3.51%		
Re	Planning	(for residents only)	Each	£17.34	£18.00	£0.66	3.81%		
Re	Planning	Price per file	Each	£17.30	£18.00	£0.70	4.05%		
Re	Planning	(for residents only for applications decided before 1 Jan 200) Requests for files may take a month to process as the files are archived off site.	Each	£11.60	£12.00	£0.40	3.45%		
Re	Planning	Per question per address	Per question per address	£79.55	£83.00	£3.45	4.34%		
Re	Planning	Enforcement Enquiry per question per address	Per question per address	£79.55	£83.00	£3.45	4.34%		
Re	Planning	Complaint Investigation (50% discount for income support)	Per address	£619.14	£645.00	£25.86	4.18%		
Re	Planning	A5	Each	£2.09	£2.09	£0.00	0.00%		
Re	Planning	A4 package	Each	£6.42	£6.42	£0.00	0.00%		
Re	Planning	A4	Each	£4.28	£4.28	£0.00	0.00%		
Re	Planning	Category A (Complex - 150+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£9,831.00	£10,030.00	£199.00	2.02%		
Re	Planning	Category B (Complex - 100+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£7,646.00	£7,799.00	£153.00	2.00%		
Re	Planning	Category C (Complex - 25+ residential units or 2000m2+ of commercial floor space)	Initial meeting	£5,462.00	£5,572.00	£110.00	2.01%		
Re	Planning	Category D Major - 10-24 residential units or 1000m2-2000m2 commercial floor space	Initial meeting	£2,730.00	£3,000.00	£270.00	9.89%	https://barnetntranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%20612.3.pdf	
Re	Planning	Category E (Minor - 2-9 residential units, 100m2-900m2 commercial floor space) HMO's (100m2 - 999m2)	Initial meeting	£1,638.00	£1,710.00	£72.00	4.40%		
Re	Planning	Category F (Minor - 2-4 residential units, 100m2-999m2 commercial floor space) HMO above 100m2	Written Advice only, no meeting	£873.00	£915.00	£42.00	4.81%		
Re	Planning	Category G (Creation of one residential unit: creation of one additional residential house or flat; The replacement of an existing residential unit; The conversion of 1 property into 2 residential units, including demolition and rebuild	Written Advice only, no meeting	£290.00	£303.00	£13.00	4.48%		
Re	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	New	£920.00	£920.00	100.00%	https://barnetntranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%20612.3.pdf	Introduced to incorporate the added complexity of the request because of heritage/conservation/listed building

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	Category i Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues)	Written Advice only, no meeting	New	£650.00	£650.00	100.00%	https://barnettranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%200612.3.pdf	Introduced to incorporate the added complexity of the request because of heritage/conservation/listed building
Re	Planning	Category L Householder development: Extensions or alterations to a single residential unit with heritage issues	Written Advice only, no meeting	New	£180.00	£180.00	100.00%	https://barnettranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%200612.3.pdf	Introduced to incorporate the added complexity of the request because of heritage/conservation/listed building
Re	Planning	Category H (Small scale development: Small extensions/ alterations (including advertisements) to commercial or similar premises below the threshold of category D; Small changes of use to such premises below the threshold of category D; Other small scale developments below the threshold of category D HMO below 100m2	Written Advice only, no meeting	£227.00	£220.00	-\$7.00	-3.08%		
Re	Planning	Category i (Householder development: Extensions or alterations to a single residential unit)	Written Advice only, no meeting	£124.00	£120.00	-\$4.00	-3.23%		
Re	Planning	Case Officer up to Principal Planner	Per hour	£228.00	£238.00	£10.00	4.39%		
Re	Planning	Team Leader/Manager	Per hour	£285.00	£297.00	£12.00	4.21%		
Re	Planning	Service Heads and Directors	Per hour	£342.00	£357.00	£15.00	4.39%		
Re	Planning	Specialist Advice (Trees, Conservation & Design, Highways)	Per hour	£285.00	£297.00	£12.00	4.21%		
Re	Planning	Choice of case officer	Per application	10% on category charge, £51 minimum charge	10% on category charge, £53.50 minimum charge	£2.50 increase in minimum charge	4.90%		
Re	Planning	Service 1 1- Registration of application within 24 hours 2- Consultation of neighbouring properties within 24 hours. 3- Provision of an officer's recommendation within 5 weeks of validation		£357.00	£373.00	£16.00	4.48%		
Re	Planning	Service 2 Visit to site within 5 working days of registration		£102.00	£107.00	£5.00	4.90%		
Re	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 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.		£255.00	£305.00	£50.00	19.61%	https://barnettranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%200612.3.pdf	Increased due to time and resource required to respond to the service request is higher than originally scoped

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	Service 4 a - Registration of application within 1 day b - Consultation of neighbours within 1 working day c - Provision of an officers recommendation within 1 working day following on from the end of the consultation period (28 days)		New	£650.00	£650.00	100.00%	https://barnetintrinet.moderngov.co.uk/documents/s44016/Planning Committee Report V5 612.3.pdf	
Re	Planning	Service 5 - Tree Works a- Registration of application within 24 hours b - Consultation of neighbouring properties within 24 hours. c - Provision of an officer's recommendation within 5 weeks of validation		New	£373.00	£373.00	100.00%	https://barnetintrinet.moderngov.co.uk/documents/s44016/Planning Committee Report V5 612.3.pdf	New services introduced for tree works, in response to customer demand
Re	Planning	Service 6 - Tree Works Visit to site within 5 working days of registration		New	£107.00	£107.00	100.00%	https://barnetintrinet.moderngov.co.uk/documents/s44016/Planning Committee Report V5 612.3.pdf	New services introduced for tree works, in response to customer demand
Re	Planning	Service 7 - Tree Works 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 1b accepted, or 7 working days from the validation (if Service 1b not accepted) c - Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		New	£305.00	£305.00	100.00%	https://barnetintrinet.moderngov.co.uk/documents/s44016/Planning Committee Report V5 612.3.pdf	New services introduced for tree works, in response to customer demand
Re	Planning	Service 9 1- Registration of application within 1 day 2 - Review of the information submitted with the application within 2 working days of the site visit, if Service 1b accepted, or 7 working days from the validation (if Service 1b not accepted) 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£255.00	£255.00	£0.00	0.00%		
Re	Planning	Additional and faster services		on request	on request				
Re	Planning	Service 10 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 15 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£102.00	£106.50	£4.50	4.41%		
Re	Planning	Service 11 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 5 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£306.00	£320.00	£14.00	4.58%		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	Service 12 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 2 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£408.00	£425.00	£17.00	4.17%		
Re	Planning	Service 13 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£612.00	£640.00	£28.00	4.58%		
Re	Planning	Service 14 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£612.00	£640.00	£28.00	4.58%		
Re	Planning	Additional and faster services		on request	on request				
Re	Planning	Service 15 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 4 weeks of validation		£357.00	£367.53	£10.53	2.95%		
Re	Planning	Service 16 Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.		£76.50	£78.71	£2.21	2.89%		
Re	Planning	Additional and faster services		on request	on request				
Re	Planning	Service 17 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 5 weeks of validation		£204.00	£200.00	-£4.00	-1.96%		
Re	Planning	Additional and faster services		on request	on request				

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	Service 18 - Small Minor 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 1 - 4 residential units / 100m2 - 999m2		£255.00	£205.00	-£50.00	-19.61%		
Re	Planning	Service 19 - Small Minor 1- Review of the information submitted within 5 working days from the validation of the application 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application. 1 - 4 residential units / 100m2 - 999m2		£357.00	£307.00	-£50.00	-14.01%		
Re	Planning	Service 20 - Small Minor Provision of an officer's recommendation within 5 weeks of validation. 1 - 4 residential units / 100m2 - 999m2		£255.00	£205.00	-£50.00	-19.61%		
Re	Planning	Service 20 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 5 - 9 residential units / 1000m2		£255.00	£305.00	£50.00	19.61%	https://barnetntranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%20612.3.pdf	Increased due to time and resource required to respond to the service request is higher than originally scoped. The cost for smaller developments has decreased by a similar percentage
Re	Planning	Service 21 only available if service 21 is taken a - Review of the information submitted within 5 working days from the validation of the application b - Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£357.00	£425.00	£68.00	19.05%	https://barnetntranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%20612.3.pdf	Increased due to time and resource required to respond to the service request is higher than originally scoped. The cost for smaller developments has decreased by a similar percentage
Re	Planning	Service 23 Provision of an officer's recommendation within 5 weeks of validation.		£255.00	£305.00	£50.00	19.61%	https://barnetntranet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%20612.3.pdf	Increased due to time and resource required to respond to the service request is higher than originally scoped. The cost for smaller developments has decreased by a similar percentage
Re	Planning	Additional and faster services		on request	on request				
Re	Planning	Tailored service - Quote provided on request		on request	on request				
Re	Planning	Tailored service - Quote provided on request		on request	on request				
Re	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	£0.00	0.00%		
Re	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	£0.00	0.00%		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	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	£0.00	0.00%		
Re	Planning	Additional and faster services on request		on request	on request				
Re	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	£0.00	0.00%		
Re	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	£0.00	0.00%		
Re	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	£0.00	0.00%		
Re	Planning	Service 30 Provision of written notes within 6 working days of meeting		£51.00	£55.00	£4.00	7.84%	https://barnettrinet.moderngov.co.uk/documents/s44016/Planning%20Committee%20Report%20V5%20612.3.pdf	
Re	Planning	Service 31 Provision of written notes within 3 working days of meeting		£102.00	£107.00	£5.00	4.90%		
Re	Planning	Service 32 Provision of written notes within 6 working days of request (when no meeting is required)		£100.00	£107.00	£7.00	7.00%	https://barnettrinet.moderngov.co.uk/documents/s44016/Planning%20Committee Report V5 612.3.pdf	
Re	Planning	Service 33 Provision of written notes within 3 working days of request (when no meeting is required)		£200.00	£208.00	£8.00	4.00%		
Re	Planning	Additional and faster services on request		on request	on request				
Re	Planning	Service 34 Accelerated offer of meeting at our offices (or on site) within 6 working days		£153.00	£160.00	£7.00	4.58%		
Re	Planning	Service 35 Accelerated offer of meeting at our offices (or on site) within 3 working days		£306.00	£320.00	£14.00	4.58%		
Re	Planning	Service 36 Accelerated offer of meeting at our offices (or on site) within 1 working days		£510.00	£535.00	£25.00	4.90%		
Re	Planning	Service 37 Provision of written notes within 6 working days of meeting		£20.00	£20.99	£0.99	4.95%		
Re	Planning	Service 38 Provision of written notes within 3 working days of meeting		£76.50	£80.00	£3.50	4.58%		
Re	Planning	Service 39 Provision of written notes within 1 working days of meeting		£153.00	£160.00	£7.00	4.58%		
Re	Planning	Service 40 Provision of written notes within 6 working days (when no meeting is required)		£75.00	£78.50	£3.50	4.67%		
Re	Planning	Service 41 Provision of written notes within 3 working days (when no meeting is required)		£150.00	£156.50	£6.50	4.33%		
Re	Planning	Service 42 Provision of written notes within 1 working day (when no meeting is required)		£300.00	£313.00	£13.00	4.33%		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning	Additional and faster services on request		on request	on request				
Re	Planning	Service 43 10 to 24 residential units or 1000-1999 m2 commercial floorspace		£6,220.00	£6,500.00	£280.00	4.50%		
Re	Planning	Service 44 25 to 49 residential units or 2000-3999m2 commercial floorspace		£9,330.00	£9,700.00	£370.00	3.97%		
Re	Planning	Charge made for withdrawal of application post registration prior to consideration by a planning officer			25% of application fee			https://barnettrinet.moderngov.co.uk/documents/s44016/PlanningCommittee Report V5 612.3.pdf	
Re	Planning	Requests to withdraw an Enforcement Notice		New	£450.00	£450.00	100.00%	https://barnettrinet.moderngov.co.uk/documents/s44016/PlanningCommittee Report V5 612.3.pdf	
Re	Planning	Requests to withdraw an Enforcement Notice – one hour meeting included		New	£529.00	£529.00	100.00%	https://barnettrinet.moderngov.co.uk/documents/s44016/PlanningCommittee Report V5 612.3.pdf	
Re	Planning	Consideration of clauses in a S106 obligation		New	£357.00	£357.00	100.00%	https://barnettrinet.moderngov.co.uk/documents/s44016/PlanningCommittee Report V5 612.3.pdf	
Re	Planning	Enforcement meeting (at the Head of Development Management's discretion)		New	£357.00	£357.00	100.00%	https://barnettrinet.moderngov.co.uk/documents/s44016/PlanningCommittee Report V5 612.3.pdf	
Re	Planning	Consultation in relation to proposed tree work, with written notes	Base fee + per tree	New	£445.50 £50	£445.50 £50	100.00%	https://barnettrinet.moderngov.co.uk/documents/s44016/PlanningCommittee Report V5 612.3.pdf	

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 1 Land Charges	Land Charges	Full Search		£213.00	£217.26	£4.26	2.00%		
Re	LC 2 Land Charges	Land Charges	Expedited 24 hr Full Search		£256.00	£261.12	£5.12	2.00%		
Re	LC 3 Land Charges	Land Charges	Certificate of Search (LLC1)		£69.00	£70.38	£1.38	2.00%		
Re	LC 4 Land Charges	Land Charges	Additional Enquiries (each)		£47.00	£47.94	£0.94	2.00%		
Re	LC 5 Land Charges	Land Charges	Extra Parcels of Land (each)		£47.00	£47.94	£0.94	2.00%		
Re	LC 6 Land Charges	Land Charges	CON29 ONLY		£144.00	£146.88	£2.88	2.00%		
Re	LC 7 Land Charges	Land Charges	Search refresh - within 93 days of original search		£90.50	£92.31	£1.81	2.00%		
Online Search - via NLIS										
Re	LC 8 Land Charges	Land Charges	NLIS full search		£209.00	£213.18	£4.18	2.00%		
Re	LC 9 Land Charges	Land Charges	NLIS LLC1		£67.60	£68.93	£1.33	1.97%		
Re	LC 10 Land Charges	Land Charges	NLIS CON 29		£141.40	£144.23	£2.83	2.00%		
Re	LC 11 Land Charges	Land Charges	Any one requesting 9 Searches or more at the same time will be entitled to a 10% discount.							
Personal Searches										
Re	LC 12 Land Charges	Land Charges	One Parcel of Land (copy of documentation provided)		£26.50	£27.03	£0.53	2.00%		
Re	LC 13 Land Charges	Land Charges	Extra Parcels of Land (each)		£1.50	£1.50	£0.00	0.00%		
Re	LC 14	Land Charges	Inspection of Documents		£3.05	£3.05	£0.00	0.00%		
Copy of Official Documentation										
Re	LC 15 Land Charges	Land Charges	Copies of Planning Decisions	Each	£29.55	£30.14	£0.59	2.00%		
Re	LC 16 Land Charges	Land Charges	Copies of Enforcement Notices	Each	£29.55	£30.14	£0.59	2.00%		
Re	LC 17 Land Charges	Land Charges	Tree Preservation Order - Full Document	Each	£29.55	£30.14	£0.59	2.00%	To match Planning's cost of provision	
Re	LC 18 Land Charges	Land Charges	Listed Buildings	Each	£42.60	£43.45	£0.85	2.00%		
Re	LC 19 Land Charges	Land Charges	Light Obstruction Notices	Each	£39.50	£40.29	£0.79	2.00%		
Re	LC 20 Land Charges	Land Charges	Repair Notices	Each	£37.70	£38.45	£0.75	1.99%		
Re	LC 21 Land Charges	Land Charges	Improvement Grants	Each	£37.70	£38.45	£0.75	1.99%		
Re	LC 22 Land Charges	Land Charges	Covenants	Each	£37.70	£38.45	£0.75	1.99%		
Re	LC 23 Land Charges	Land Charges	Agreements	Each	£51.00	£52.02	£1.02	2.00%		
Re	LC 24 Land Charges	Land Charges	Article 4 Directions	Each	£32.60	£33.25	£0.65	1.99%		
Re	LC 25 Land Charges	Land Charges	Duplicate Searches	Each	£48.85	£49.82	£0.97	1.99%		
CON29R Enquires of local authority (2007)										
Planning and Building Regulations										
1.1. Planning and building decisions and pending applications										
Which of the following relating to the property have been granted, issued or refused or (were applicable) are the subject of pending applications?										
Re	LC 26 Land Charges	Land Charges	(a) a planning permission *		£17.30	£17.64	£0.34	1.97%		
Re	LC 27 Land Charges	Land Charges	(b) a listed building consent *							
Re	LC 28 Land Charges	Land Charges	(c) a conservation area consent *							
Re	LC 29 Land Charges	Land Charges	(d) a certificate of lawfulness of existing use or development *							
Re	LC 30 Land Charges	Land Charges	(e) a certificate of lawfulness of proposed use or development *							
Re	LC 31 Land Charges	Land Charges	(f) building regulations approval		£17.30	£17.64	£0.34	1.97%		
Re	LC 32 Land Charges	Land Charges	(g) a building regulation completion certification							
Re	LC 33 Land Charges	Land Charges	(h) any building regulations certificate or notice issued in respect of work carried out under a competent person self-certification scheme							

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
1.2. Planning designations and proposals										
Re	LC 34 Land Charges	Land Charges	What designations of land use for the property or the area, and what specific proposals of the property, are contained in any existing or proposed development plan?		£11.70	£11.93	£0.23	1.97%		
Roads										
2.1 Roadways, footways and footpaths										
Which of the roads, footways and footpaths named in the application for this search (via boxes B and C) are:										
Re	LC 35 Land Charges	Land Charges	(a) highways maintainable at public expense *		£11.70	£11.93	£0.23	1.97%		
Re	LC 36 Land Charges	Land Charges	(b) subject to adoption and, supported by a bond and bond waver		£11.70	£11.93	£0.23	1.97%		
Re	LC 37 Land Charges	Land Charges	c) to be made up by a local authority who will reclaim the cost from the frontagers		£11.70	£11.93	£0.23	1.97%		
Re	LC 38 Land Charges	Land Charges	(d) to be adopted by a local authority without reclaiming the cost from the frontagers		£11.70	£11.93	£0.23	1.97%		
Re	LC 39 Land Charges	Land Charges	2.2 Is any public right of way which abuts on, or crosses the property, shown in a definitive map or revised definitive map?		£17.50	£17.85	£0.35	2.00%		
Re	LC 40 Land Charges	Land Charges	2.3 Are there any pending applications to record a public right of way which abuts or crosses the property, on the register?		£17.50	£17.85	£0.35	2.00%		
Re	LC 41 Land Charges	Land Charges	2.4 Are there any legal orders to stop up, or divert, alter or create a public right of way which abuts on, or crosses the property, not yet implemented or shown on a revised definitive map?		£17.50	£17.85	£0.35	2.00%		
Re	LC 42 Land Charges	Land Charges	2.5 If so, please attach a plan showing the approximate route.		£17.50	£17.85	£0.35	2.00%		
Other Matters										
3.1 Land required for public purposes										
Re	LC 43 Land Charges	Land Charges	Is the property included in the land required for public purposes?		£11.70	£11.93	£0.23	1.97%		
3.2 Land to be acquired for road works										
Re	LC 44 Land Charges	Land Charges	Is the property included in land to be acquired for road works?		£11.70	£11.93	£0.23	1.97%		
3.3 Drainage agreements and consents										
Re	LC 45 Land Charges	Land Charges	Do either of the following exist in relation to the property?				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? **				Please contact Thames Water or Veola	Please contact Thames Water or Veola		
3.4 Nearby road schemes										
Is the property (or will it be) within 200 metres of any of the following?										
Re	LC 48 Land Charges	Land Charges	(a) the centre line of a new trunk road or special road specified in any order, draft order or scheme		£17.80	£18.15	£0.35	1.97%		

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 49 Land Charges	Land Charges	(b) the centre line of a proposed alteration or improvement to an existing road involving construction of a subway, underpass flyover, footbridge, elevated road or dual carriageway		£11.70	£11.93	£0.23	1.97%		
Re	LC 50 Land Charges	Land Charges	c) the outer limits of construction works for a proposed alteration or improvement to an existing road involving (i) construction of a roundabout (other than a mini roundabout) or (ii) widening by construction of one additional traffic lanes		£11.70	£11.93	£0.23	1.97%		
Re	LC 51 Land Charges	Land Charges	(d) the outer limits of (i) construction of a new road to be built by a local authority (ii) an approved alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (iii) construction of a roundabout (other than a mini roundabout) or widening by construction or one or more additional traffic lanes.		£11.70	£11.93	£0.23	1.97%		
Re	LC 52 Land Charges	Land Charges	(e) the centre line of the line proposed route of the new road under proposals published for public consultation		£11.70	£11.93	£0.23	1.97%		
Re	LC 53 Land Charges	Land Charges	(f) the outer limits of (i) construction of a proposed alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (ii) construction of a roundabout (other than a mini roundabout) (iii) widening by construction of one or more additional traffic lanes, under proposals published for public consultation		£11.70	£11.93	£0.23	1.97%		
3.5. Nearby railway schemes										
Re	LC 54 Land Charges	Land Charges	Is the property (or will it be) within 200 metres of the centre line of a proposed railway, tram, light railway or monorail?		£11.70	£11.93	£0.23	1.97%		
3.6. Traffic schemes										
Has a local authority approved but not yet implemented any of the following for the roads, footways and footpaths (named in box B) which abut the boundaries of the property?										
Re	LC 55 Land Charges	Land Charges	(a) permanent stopping up or diversion		£11.70	£11.93	£0.23	1.97%		
Re	LC 56 Land Charges	Land Charges	(b) waiting or loading restrictions		£11.70	£11.93	£0.23	1.97%		
Re	LC 57 Land Charges	Land Charges	(c) one way driving		£11.70	£11.93	£0.23	1.97%		
Re	LC 58 Land Charges	Land Charges	(d) prohibition of driving		£11.70	£11.93	£0.23	1.97%		
Re	LC 59 Land Charges	Land Charges	(e) pedestrianisation		£11.70	£11.93	£0.23	1.97%		
Re	LC 60 Land Charges	Land Charges	(f) vehicle width or weight restriction		£11.70	£11.93	£0.23	1.97%		
Re	LC 61 Land Charges	Land Charges	(g) traffic calming works including road humps		£11.70	£11.93	£0.23	1.97%		
Re	LC 62 Land Charges	Land Charges	(h) residents parking controls		£11.70	£11.93	£0.23	1.97%		
Re	LC 63 Land Charges	Land Charges	(i) minor road widening of improvement		£11.70	£11.93	£0.23	1.97%		
Re	LC 64 Land Charges	Land Charges	(j) pedestrian crossings		£11.70	£11.93	£0.23	1.97%		
Re	LC 65 Land Charges	Land Charges	(k) cycle tracks		£11.70	£11.93	£0.23	1.97%		
Re	LC 66 Land Charges	Land Charges	(l) bridge building		£11.70	£11.93	£0.23	1.97%		
3.7. Outstanding notices										
Do any statutory notices which relate to the following matters subsist in relation to the property other than those revealed in a response to any other enquiry in this form?										
Re	LC 67 Land Charges	Land Charges	(a) building works		£11.70	£11.93	£0.23	1.97%		
Re	LC 68 Land Charges	Land Charges	(b) environment		£11.70	£11.93	£0.23	1.97%		
Re	LC 69 Land Charges	Land Charges	(c) health and safety		£11.70	£11.93	£0.23	1.97%		

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 70 Land Charges	Land Charges	(d) housing		£11.70	£11.93	£0.23	1.97%		
Re	LC 71 Land Charges	Land Charges	(e) highways		£11.70	£11.93	£0.23	1.97%		
Re	LC 72 Land Charges	Land Charges	(f) public health		£11.70	£11.93	£0.23	1.97%		
3.8. Contravention of building regulations										
Re	LC 73 Land Charges	Land Charges	Has a local authority authorised in relation to the property any proceedings for the contravention of any provision contained in Building Regulations?		£11.70	£11.93	£0.23	1.97%		
3.9 Notices, orders, directions and proceedings under Planning Acts										
Do any of the following subsist in relation to the property, or has a local authority decided to issue, serve, make or commence any of the following?										
Re	LC 74 Land Charges	Land Charges	(a) an enforcement notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 75 Land Charges	Land Charges	(b) a stop notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 76 Land Charges	Land Charges	(c) a listed building enforcement notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 77 Land Charges	Land Charges	(d) a breach of condition notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 78 Land Charges	Land Charges	(e) a planning contravention notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 79 Land Charges	Land Charges	(f) another notice relation to a breach of planning control		£11.70	£11.93	£0.23	1.97%		
Re	LC 80 Land Charges	Land Charges	(g) a listed building repairs notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 81 Land Charges	Land Charges	(h) in the case of a listed building deliberately allowed to fall into disrepair, a compulsory purchase order with a direction for minimum compensation		£11.70	£11.93	£0.23	1.97%		
Re	LC 82 Land Charges	Land Charges	(i) a building preservation notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 83 Land Charges	Land Charges	(j) a direction restricting permitted development		£11.70	£11.93	£0.23	1.97%		
Re	LC 84 Land Charges	Land Charges	(k) an order revoking or modifying planning permission		£11.70	£11.93	£0.23	1.97%		
Re	LC 85 Land Charges	Land Charges	(l) an order requiring discontinuance of use or alteration or removal of building works		£11.70	£11.93	£0.23	1.97%		
Re	LC 86 Land Charges	Land Charges	(m) a tree preservation order		£11.70	£11.93	£0.23	1.97%		
Re	LC 87 Land Charges	Land Charges	(n) proceedings to enforce a planning agreement or planning contribution		£11.70	£11.93	£0.23	1.97%		
3.10 Community Infrastructure Levy										
Re	LC 88 Land Charges	Land Charges	(a) Is there a CIL charging schedule?		£17.50	£17.50	£0.00	0.00%		
Re	LC 89 Land Charges	Land Charges	Yes - There are two charging schedules (i) Mayor of London CIL Charging Schedule (ii) London Borough of Barnet CIL Charging Schedule							
Re	LC 90 Land Charges	Land Charges	(b) If, yes, do any of the following subsist in relation to the property, or has a Local Authority decided to issue, serve, make or commence any of the following?:		£17.50	£17.50	£0.00	0.00%		
Re	LC 91 Land Charges	Land Charges	(i) a liability notice?							
Re	LC 92 Land Charges	Land Charges	(ii) a notice of chargeable development?							
Re	LC 93 Land Charges	Land Charges	(iii) a demand notice?							
Re	LC 94 Land Charges	Land Charges	(iv) a default liability notice?							
Re	LC 95 Land Charges	Land Charges	(v) an assumption of liability notice?							
Re	LC 96 Land Charges	Land Charges	(vi) a commencement notice?							
Re	LC 97 Land Charges	Land Charges	(c) Has any demand notice been suspended?							
Re	LC 98 Land Charges	Land Charges	(d) Has the Local Authority received full or partial payment of any CIL liability?		£17.50	£17.50	£0.00	0.00%		
Re	LC 99 Land Charges	Land Charges	(e) Has the Local Authority received any appeal against any of the above?		£17.50	£17.50	£0.00	0.00%		
Re	LC 100 Land Charges	Land Charges	(f) Has a decision been taken to apply for a liability order?							

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 101 Land Charges	Land Charges	(g) Has a liability order been granted?							
Re	LC 102 Land Charges	Land Charges	(h) Have any other enforcement measures been taken?							
3.11 Conservation area										
Do the following apply in relation to the property?										
Re	LC 103 Land Charges	Land Charges	(a) the making of the area a conservation area before 31 August 1974		£11.70	£11.93	£0.23	1.97%		
Re	LC 104 Land Charges	Land Charges	(b) an unimplemented resolution to designate the area a conservation area		£11.70	£11.93	£0.23	1.97%		
3.12 Compulsory purchase										
Re	LC 105 Land Charges	Land Charges	Has any enforceable order or decision been made to compulsorily purchase or acquire the property?		£11.70	£11.93	£0.23	1.97%		
3.13 Contaminated land										
Do any of the following apply (including any relating land adjacent to or adjoining the property which has been identified as contaminated land because it is in such a condition that harm or pollution of controlled waters might be caused on the property)?										
Re	LC 106 Land Charges	Land Charges	(a) a contaminated land notice		£11.70	£11.93	£0.23	1.97%		
Re	LC 107 Land Charges	Land Charges	(b) in relation to a register maintained under section 78R of the Environmental Protection Act 1990		£11.70	£11.93	£0.23	1.97%		
Re	LC 108 Land Charges	Land Charges	(i) a decision to make an entry							
Re	LC 109 Land Charges	Land Charges	(ii) an entry							
Re	LC 110 Land Charges	Land Charges	c) consultation with the owner or occupier of the property conducted under section 78G(3) of the Environmental Protection Act 1990 before the service of a remediation notice		£11.70	£11.93	£0.23	1.97%		
3.14 Radon gas										
Re	LC 111 Land Charges	Land Charges	Do records indicate that the property is in a 'Radon Affected Area' as identified by the Health Protection Agency?		Not available from LA	Not available from LA	N/A	N/A		
Re	LC 112 Land Charges	Land Charges	* Information available free of charge online							
3.15 Assets of Community Value										
Re	LC 113 Land Charges	Land Charges	(a) Has the property been nominated as an asset of community value?		£11.50	£11.50	£0.00	0.00%		
Re	LC 114 Land Charges	Land Charges	(i) Is it listed as an asset of community value?							
Re	LC 115 Land Charges	Land Charges	(ii) Was it excluded and placed on the "nominated but not listed" list?							
Re	LC 116 Land Charges	Land Charges	(iii) Has the listing expired?							
Re	LC 117 Land Charges	Land Charges	(iv) Is the Local Authority reviewing or proposing to review the listing?							
Re	LC 118 Land Charges	Land Charges	(v) Are there any subsisting appeals against the listing?							
Re	LC 119 Land Charges	Land Charges	(b) If the property is listed		£11.50	£11.50	£0.00	0.00%		
Re	LC 120 Land Charges	Land Charges	(i) Has the Local Authority decided to apply to the Land Registry for an entry or cancellation of a restriction in respect of listed land affecting the property?							
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 a community interest group requested to be treated as a bidder?							
CON 290 Optional enquiries of the Local Authority (2007)										
Re	LC 123 Land Charges	Land Charges	4. Road proposals by private bodies		£23.50	£23.97	£0.47	2.00%		

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 124 Land Charges	Land Charges	5. Advertisements		£23.50	£23.97	£0.47	2.00%		
Re	LC 125 Land Charges	Land Charges	6. Completion notices		£23.50	£23.97	£0.47	2.00%		
Re	LC 126 Land Charges	Land Charges	7 Parks and Countryside		£23.50	£23.97	£0.47	2.00%		
Re	LC 127 Land Charges	Land Charges	8. Pipelines		£23.50	£23.97	£0.47	2.00%		
Re	LC 128 Land Charges	Land Charges	9. Houses in multiple occupation		£23.50	£23.97	£0.47	2.00%		
Re	LC 129 Land Charges	Land Charges	10. Noise abatement		£23.50	£23.97	£0.47	2.00%		
Re	LC 130 Land Charges	Land Charges	11. Urban development areas		£23.50	£23.97	£0.47	2.00%		
Re	LC 131 Land Charges	Land Charges	12. Enterprise zones, Local Development Orders & BIDS		£23.50	£23.97	£0.47	2.00%		
Re	LC 132 Land Charges	Land Charges	13. Inner urban improvement areas		£23.50	£23.97	£0.47	2.00%		
Re	LC 133 Land Charges	Land Charges	14. Simplified planning zones		£23.50	£23.97	£0.47	2.00%		
Re	LC 134 Land Charges	Land Charges	15. Land maintenance notices		£23.50	£23.97	£0.47	2.00%		
Re	LC 135 Land Charges	Land Charges	16. Mineral Consultation and Safeguarding Areas		£23.50	£23.97	£0.47	2.00%		
Re	LC 136 Land Charges	Land Charges	17. Hazardous substance consents		£23.50	£23.97	£0.47	2.00%		
Re	LC 137 Land Charges	Land Charges	18. Environmental and pollution notices		£23.50	£23.97	£0.47	2.00%		
Re	LC 138 Land Charges	Land Charges	19. Food safety notices		£23.50	£23.97	£0.47	2.00%		
Re	LC 139 Land Charges	Land Charges	20. Hedgerow notices		£23.50	£23.97	£0.47	2.00%		
Re	LC 140 Land Charges	Land Charges	21. Flood Defence and Land Drainage Consents		£23.50	£23.97	£0.47	2.00%		
Re	LC 141 Land Charges	Land Charges	22. Common land and town or village greens		£23.50	£23.97	£0.47	2.00%		

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Trading Standards and Licensing	Street Trading – Permanent & Temporary licences Transfer		New	£25.00	£25.00	100.00%	https://barnetinttranet.moderngov.co.uk/documents/s43463/Street%20Trading%20Fees%20and%20Charges.pdf	
Re	Trading Standards and Licensing	Street Trading – A Boards - Transfer of Licence		New	£25.00	£25.00	100.00%	https://barnetinttranet.moderngov.co.uk/documents/s43463/Street%20Trading%20Fees%20and%20Charges.pdf	
Re	Trading Standards and Licensing	Street Trading – Permanent and Temporary Licences Variation of Licence		New	£95.00	£95.00	100.00%	https://barnetinttranet.moderngov.co.uk/documents/s43463/Street%20Trading%20Fees%20and%20Charges.pdf	
Re	Trading Standards and Licensing	Street Trading – All Licences Change of details		New	£25.00	£25.00	100.00%	https://barnetinttranet.moderngov.co.uk/documents/s43463/Street%20Trading%20Fees%20and%20Charges.pdf	
Re	Trading Standards and Licensing	Street Trading – All Licences Duplicate Licence		New	£20.00	£20.00	100.00%	https://barnetinttranet.moderngov.co.uk/documents/s43463/Street%20Trading%20Fees%20and%20Charges.pdf	

Building Control (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Dangerous Structures										
Re	BC 1 Building Control	Building Control	Surveying and certification of dangerous structure (office hours)		£260.00	£270.00	£10.00	3.85%		
Re	BC 2 Building Control	Building Control	Surveying and certification of dangerous structure (Out of office hours)		£364.00	£375.00	£11.00	3.02%		
Re	BC 3 Building Control	Building Control	Cost recovery, in accordance with The London Building Acts (Amendment) Act 1939		Cost recovery	Cost recovery				
Demolition										
Re	BC 4 Building Control	Building Control	Cost recovery, in accordance with The London Local Authority Act 2004	Up to 3 hours officer time	£270.00	£280.00	£10.00	3.70%		
Re	BC 5 Building Control	Building Control	Complex/large demolitions	More than 3 hours officer time	£540 for between 3 and 6 hours officer time + £88/hour for more than 6 hours	£560 for between 3 and 6 hours officer time + £91/hour for more than 6 hours	£20 for between 3 and 6 hours officer time + £3/hour for more than 6 hours	3.70% 3.41%		
Pre application advice - Offset against future application (First hour free)										
Re	BC 6 Building Control	Building Control	A) Small, < £30k		£260.00	£270.00	£10.00	3.85%		
Re	BC 7 Building Control	Building Control	B) Medium £30k to £60k		£520.00	£540.00	£20.00	3.85%		
Re	BC 8 Building Control	Building Control	C) Large £60k to £250k		£1,040.00	£1,080.00	£40.00	3.85%		
Re	BC 9 Building Control	Building Control	D) > £250 k		By negotiation	By negotiation				
Cancellation Charge										
Re	BC 10 Building Control	Building Control	Before validation		£52.00	£54.00	£2.00	3.85%		
Re	BC 11 Building Control	Building Control	Validated but plans not reviewed		£104.00	£108.00	£4.00	3.85%		
Re	BC 12 Building Control	Building Control	Validated and plans reviewed		50% of building notice charge	50% of building notice charge				
Fast track completion certificate										
Re	BC 13 Building Control	Building Control	Fast track completion certificate		£156.00	£162.00	£6.00	3.85%		

Building Control (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation	
Certificate of building regulation exemption											
Re	BC 14 Building Control	Building Control	Certificate of building regulation exemption		£78.00	£82.00	£4.00	5%			
Reactivation charge											
Re	BC 15 Building Control	Building Control	Reactivation charge		£104.00	£108.00	£4.00	3.85%			
Re	BC 16 Building Control	Building Control	Correspondence requiring research to answer	Per question per address	£75.40	£78.00	£2.60	3.45%			
Hourly Rate											
Re	BC 20 Building Control	Building Control	BC Surveyor	Per hour	£88.20	£88.20	£0.00	0.00%			
Table A											
Building Notice and Full Plans											
Re	BC 25 Building Control	Building Control	Extensions, loft conversions and ancillary accommodation	<40m2	£617.00	£640.00	£23.00	3.73%			
Re	BC 26 Building Control	Building Control		40-60m2	£748.50	£775.00	£26.50	3.54%			
Re	BC 27 Building Control	Building Control		Each additional 40m2	£156.00	£162.00	£6.00	3.85%			
Re	BC 28 Building Control	Building Control		Basements, as above but add on	£384.00	£398.00	£14.00	3.65%			
Re	BC 29 Building Control	Building Control		Detached garage/carport/conservatory as above rates but deduct	£156.00	£162.00	£6.00	3.85%			
Re	BC 30 Building Control	Building Control		Ancillary insulated detached e.g. store/gym/playroom; as above	£612.00	£635.00	£23.00	3.76%			
Re	BC 31 Building Control	Building Control	Other works	Garage/conservatory to habitable use	£384.50	£399.00	£14.50	3.77%			
Re	BC 32 Building Control	Building Control		New bathroom or w/c compartment	£296.50	£308.00	£11.50	3.88%			
Re	BC 33 Building Control	Building Control		Reroofing; per dwelling immediately below roof	£296.50	£308.00	£11.50	3.88%			
Re	BC 34 Building Control	Building Control		Structural opening	£296.50	£308.00	£11.50	3.88%			
Re	BC 35 Building Control	Building Control		Removal of chimney breast	£296.50	£308.00	£11.50	3.88%			
Re	BC 36 Building Control	Building Control		Electrical wiring 12 or < circuits (Typical 4 bed house)	£296.50	£308.00	£11.50	3.88%			
Re	BC 37 Building Control	Building Control		Conversion and New Build	Conversion of building into one dwelling	£717.50	£745.00	£27.50	3.83%		
Re	BC 38 Building Control	Building Control		Conversion of flat or building into two dwellings	£717.50	£745.00	£27.50	3.83%			

Building Control (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 39 Building Control	Building Control		Each additional dwelling	£296.50	£308.00	£11.50	3.88%		
Re	BC 40 Building Control	Building Control	Conversion and New Build	New dwelling < 300m2	£1,020.00	£1,060.00	£40.00	3.92%		
Re	BC 41 Building Control	Building Control		Each additional dwelling	£296.50	£308.00	£11.50	3.88%		
Table B - Building Notice and Full Plans										
Estimated Cost of works										
Re	BC 42 Building Control	Building Control	£0 - £500		£176.00	£183.00	£7.00	3.98%		
Re	BC 43 Building Control	Building Control	£500 - £5,000		£275.00	£285.50	£10.50	3.82%		
Re	BC 44 Building Control	Building Control	£5,001 - £6,000		£290.50	£302.00	£11.50	3.96%		
Re	BC 45 Building Control	Building Control	£6,001 - £7,000		£306.00	£318.00	£12.00	3.92%		
Re	BC 46 Building Control	Building Control	£7,001 - £8,000		£327.00	£340.00	£13.00	3.98%		
Re	BC 47 Building Control	Building Control	£8,001 - £9,000		£342.50	£356.00	£13.50	3.94%		
Re	BC 48 Building Control	Building Control	£9,001 - £10,000		£364.00	£378.00	£14.00	3.85%		
Re	BC 49 Building Control	Building Control	£10,001 - £11,000		£379.00	£394.00	£15.00	3.96%		
Re	BC 50 Building Control	Building Control	£11,001 - £12,000		£394.58	£410.00	£15.42	3.91%		
Re	BC 51 Building Control	Building Control	£12,001 - £13,000		£416.00	£432.00	£16.00	3.85%		
Re	BC 52 Building Control	Building Control	£13,001 - £14,000		£431.00	£448.00	£17.00	3.94%		
Re	BC 53 Building Control	Building Control	£14,001 - £15,000		£451.50	£469.00	£17.50	3.88%		
Re	BC 54 Building Control	Building Control	£15,001 - £16,000		£468.00	£486.00	£18.00	3.85%		
Re	BC 55 Building Control	Building Control	£16,001 - £17,000		£488.50	£508.00	£19.50	3.99%		
Re	BC 56 Building Control	Building Control	£17,001 - £18,000		£503.50	£523.50	£20.00	3.97%		
Re	BC 57 Building Control	Building Control	£18,001 - £19,000		£525.00	£545.50	£20.50	3.90%		
Re	BC 58 Building Control	Building Control	£19,001 - £20,000		£540.50	£562.00	£21.50	3.98%		
Re	BC 58 Building Control	Building Control	20,001 +		by assessment	by assessment				
Regularisation										
Re	BC 59 Building Control	Building Control			building notice fee + 40%.	building notice fee + 40%.				

Re (Other) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Strategic Planning & Regeneration										
Re	SPR 1 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place, Assistant Director (Day Rates) Commissioning Director	0 - 20 Days	£909.55	£927.74	£18.19	2.00%		
Re	SPR 2 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place, Assistant Director (Day Rates) Commissioning Director	Projects 21 60 Days	£840.75	£857.56	£16.81	2.00%		
Re	SPR 3 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place, Assistant Director (Day Rates) Commissioning Director	Projects 60 days +	£796.31	£812.23	£15.93	2.00%		
Re	SPR 4 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place, Assistant Director (Day Rates) Commissioning Director	0 - 20 Days	£126.33	£128.85	£2.53	2.00%		
Re	SPR 5 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place, Assistant Director (Day Rates) Commissioning Director	Projects 21 60 Days	£116.77	£119.11	£2.34	2.00%		
Re	SPR 6 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place, Assistant Director (Day Rates) Commissioning Director	Projects 60 days +	£110.60	£112.81	£2.21	2.00%		
Re	SPR 7 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	£708.63	£722.80	£14.17	2.00%		
Re	SPR 8 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 60 Days	£655.78	£668.90	£13.12	2.00%		
Re	SPR 9 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	£619.75	£632.15	£12.40	2.00%		
Re	SPR 10 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	0 - 20 Days	£98.42	£100.39	£1.97	2.00%		
Re	SPR 11 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 21 60 Days	£91.08	£92.90	£1.82	2.00%		
Re	SPR 12 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 60 days +	£86.08	£87.80	£1.72	2.00%		
Re	SPR 13 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	£588.52	£600.29	£11.77	2.00%		
Re	SPR 14 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 60 Days	£544.08	£554.96	£10.88	2.00%		
Re	SPR 15 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	£515.25	£525.56	£10.31	2.00%		
Re	SPR 16 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	0 - 20 Days	£81.74	£83.37	£1.63	2.00%		
Re	SPR 17 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 21 60 Days	£75.57	£77.08	£1.51	2.00%		

Re (Other) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 18 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 60 days +	£71.57	£73.00	£1.43	2.00%		
Re	SPR 19 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	0 - 20 Days	£499.13	£509.11	£9.98	2.00%		
Re	SPR 20 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 21 60 Days	£461.21	£470.43	£9.22	2.00%		
Re	SPR 21 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 60 days +	£437.19	£445.93	£8.74	2.00%		
Re	SPR 22 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	0 - 20 Days	£69.32	£70.71	£1.39	2.00%		
Re	SPR 23 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 21 60 Days	£64.06	£65.34	£1.28	2.00%		
Re	SPR 24 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 60 days +	£60.72	£61.93	£1.21	2.00%		
Re	SPR 25 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£409.44	£417.63	£8.19	2.00%		
Re	SPR 26 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 21 60 Days	£378.34	£385.91	£7.57	2.00%		
Re	SPR 27 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 60 days +	£357.92	£365.08	£7.16	2.00%		
Re	SPR 28 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	£56.87	£58.00	£1.14	2.00%		
Re	SPR 29 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 21 60 Days	£52.55	£53.60	£1.05	2.00%		
Re	SPR 30 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£49.71	£50.70	£0.99	2.00%		
Re	SPR 31 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£393.44	£401.31	£7.87	2.00%		
Re	SPR 32 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 21 60 Days	£363.93	£371.21	£7.28	2.00%		
Re	SPR 33 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 60 days +	£344.70	£351.60	£6.89	2.00%		
Re	SPR 34 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	£54.64	£55.73	£1.09	2.00%		
Re	SPR 35 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 21 60 Days	£50.54	£51.55	£1.01	2.00%		

Re (Other) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 36 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£47.87	£48.83	£0.96	2.00%		
Re	SPR 37 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	0 - 20 Days	£298.53	£304.50	£5.97	2.00%		
Re	SPR 38 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 21 60 Days	£276.25	£281.77	£5.52	2.00%		
Re	SPR 39 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 60 days +	£260.63	£265.84	£5.21	2.00%		
Re	SPR 40 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	0 - 20 Days	£41.47	£42.29	£0.83	2.00%		
Re	SPR 41 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 21 60 Days	£38.36	£39.13	£0.77	2.00%		
Re	SPR 42 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 60 days +	£36.20	£36.93	£0.72	2.00%		
Re	SPR 43 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	0 - 20 Days	£210.44	£214.65	£4.21	2.00%		
Re	SPR 44 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 21 60 Days	£194.57	£198.47	£3.89	2.00%		
Re	SPR 45 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 60 days +	£183.77	£187.44	£3.68	2.00%		
Re	SPR 46 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	0 - 20 Days	£29.23	£29.81	£0.58	2.00%		
Re	SPR 47 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 21 60 Days	£27.02	£27.56	£0.54	2.00%		
Re	SPR 48 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 60 days +	£25.52	£26.03	£0.51	2.00%		
Street Naming & Numbering										
	SNN 1 Street Naming & Numbering	Street Naming & Numbering	Application for numbering a property	Per block/house	£96.50	£99.80	£3.30	3.42%		
	SNN 2 Street Naming & Numbering	Street Naming & Numbering	Application for naming a road (Authority choice of name)	Per block/house	£340.00	£351.75	£11.75	3.46%		
	SNN 3 Street Naming & Numbering	Street Naming & Numbering	Application for naming a road (Applicants choice of name adhering to SNN Policy, with Fire Brigade approval)	Per premise	£504.00	£521.50	£17.50	3.47%		
	SNN 4 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of house or block of flats (Authority choice of name)	Per premise	£137.00	£141.75	£4.75	3.47%		
	SNN 5 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of house or block of flats (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	per unit/street	£227.00	£234.80	£7.80	3.44%		
	SNN 6 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of commercial premises (Authority choice of name)	per unit/street	£199.00	£205.80	£6.80	3.42%		
	SNN 7 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	5 to 19 units	£285.00	£294.75	£9.75	3.42%		
	SNN 8 Street Naming & Numbering	Street Naming & Numbering	Retrospective street naming (where an application hasn't been made)	20 to 50 units	£171.00	£179.00	£8.00	4.68%		
	SNN 9 Street Naming & Numbering	Street Naming & Numbering	Retrospective numbering (where an application hasn't been made)		£171.00	£179.00	£8.00	4.68%		
	SNN 10 Street Naming & Numbering	Street Naming & Numbering	Numbering new developments Fixed price plus reduced price per unit	Per application reference	£468.00 + £37.00 per unit	£485.00 + £38.25 per unit	£17.00+£1.25 per unit	3.63% 3.38%		
	SNN 11 Street Naming & Numbering	Street Naming & Numbering			£1,029.00 + £26.50 per unit	£1,065.00 + £27.45 per unit	£36.00+£0.95 per unit	3.50% 3.58%		
	SNN 12 Street Naming & Numbering	Street Naming & Numbering		Per hour (minimum 1 hour charge)	Above 50 units by assessment	Above 50 units by assessment				

Greenspaces and Trees Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT1	Pitches & Lettings	Greenspaces	Cricket season adult (inc pavilion)	Based On A 20 Week Season	£1,458.05	£1,501.79	£43.74	3.00%		
GT2	Pitches & Lettings	Greenspaces	Cricket season junior (inc pavilion)	Based On A 20 Week Season	£729.00	£750.87	£21.87	3.00%		
GT3	Pitches & Lettings	Greenspaces	Football casual adult (inc pavilion)	Game	£102.40	£105.47	£3.07	3.00%		
GT4	Pitches & Lettings	Greenspaces	Football casual junior (inc pavilion)	Game	£50.85	£52.38	£1.53	3.00%		
GT5	Pitches & Lettings	Greenspaces	Football season adult (inc pavilion)	Based On A 30 Week Season	£1,386.45	£1,428.04	£41.59	3.00%		
GT6	Pitches & Lettings	Greenspaces	Football season junior (inc pavilion)	Based On A 30 Week Season	£692.40	£713.17	£20.77	3.00%		
GT7	Pitches & Lettings	Greenspaces	Football summer adult	Game	£76.10	£78.38	£2.28	3.00%		
GT8	Pitches & Lettings	Greenspaces	Football summer junior	Game	£38.75	£39.91	£1.16	3.00%		
GT9	Pitches & Lettings	Greenspaces	Gaelic season adult (inc pavilion)	Based On A 34 Week Season	£1,479.00	£1,523.37	£44.37	3.00%		
GT10	Pitches & Lettings	Greenspaces	Gaelic season junior (inc pavilion)	Based On A 34 Week Season	£740.15	£762.35	£22.20	3.00%		
GT11	Pitches & Lettings	Greenspaces	Rugby casual adult (inc pavilion)	Game	£95.70	£98.57	£2.87	3.00%		
GT12	Pitches & Lettings	Greenspaces	Rugby casual child (inc pavilion)	Game	£47.45	£48.87	£1.42	3.00%		
GT13	Pitches & Lettings	Greenspaces	Rugby season adult (inc pavilion)	Based On A 34 Week Season	£1,709.30	£1,760.58	£51.28	3.00%		
GT14	Pitches & Lettings	Greenspaces	Rugby season child (inc pavilion)	Based On A 34 Week Season	£889.50	£916.19	£26.68	3.00%		
GT15	Pitches & Lettings	Greenspaces	Tennis per court - Adult	Hour	£6.85	£7.06	£0.21	3.00%		
GT16	Pitches & Lettings	Greenspaces	Tennis per court - Junior	Hour	£3.40	£3.50	£0.10	3.00%		
GT17	Pitches & Lettings	Greenspaces	Tennis per court - Adult & Junior	Hour	£5.15	£5.30	£0.15	3.00%		
GT18	Pitches & Lettings	Greenspaces	Tennis per court - Coaching (Min. 10 bookings)	Hour	£11.60	£11.95	£0.35	3.00%		
GT19	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Hour	£2.60	£2.68	£0.08	3.00%		
GT20	Pitches & Lettings	Greenspaces	Bowls casual - per rink	Hour	£6.60	£6.80	£0.20	3.00%		
GT21	Pitches & Lettings	Greenspaces	Bowls season flat rate (April - Oct)	Each Inc. Pavilion	£135.80	£139.87	£4.07	3.00%		
GT22	Pitches & Lettings	Greenspaces	Bowls Pavilion - Winter use (Nov to Mar)	Each	£32.80	£33.78	£0.98	3.00%		
GT23	Pitches & Lettings	Greenspaces	Cricket casual adult (inc Pavilion)	Game	£127.30	£131.12	£3.82	3.00%		
GT24	Pitches & Lettings	Greenspaces	Cricket casual junior (inc Pavilion)	Game	£64.65	£66.59	£1.94	3.00%		
GT25	Pitches & Lettings	Greenspaces	Cricket nets adult	Hour	£7.85	£8.09	£0.24	3.00%		
GT26	Pitches & Lettings	Greenspaces	Cricket nets junior	Hour	£3.85	£3.97	£0.12	3.00%		
GT27	Pitches & Lettings	Greenspaces	Netball/Multi sport court booking	Per game	£10.00	£10.30	£0.30	3.00%		
GT28	Pitches & Lettings	Greenspaces	Netball/Multi sport court	hour	£14.80	£15.24	£0.44	3.00%		
GT29	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Hour	£5.10	£5.25	£0.15	3.00%		
GT30	Schools Pitches and lettings	Greenspaces	LBB Schools Rounders (inc pavilion)	Per Game	£22.20	£22.87	£0.67	3.00%		
GT31	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rugby (inc pavilion)	Per Game	£30.70	£31.62	£0.92	3.00%		

Greenspaces and Trees Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT32	Schools Pitches and lettings	Greenspaces	Pavilion hire for schools or groups such as cubs and scouts	Session (Max 2 Hours)	£16.15	£16.63	£0.48	3.00%		
GT33	Schools Pitches and lettings	Greenspaces	LBB Schools Cricket (inc pavilion)	Per Game	£36.05	£37.13	£1.08	3.00%		
GT34	Schools Pitches and lettings	Greenspaces	LBB Schools Football (inc pavilion)	Per Game	£23.35	£24.05	£0.70	3.00%		
GT35	Schools Pitches and lettings	Greenspaces	LBB Schools Rugby (inc pavilion)	Per Game	£25.40	£26.16	£0.76	3.00%		
GT36	Schools Pitches and lettings	Greenspaces	Non LBB Schools Cricket (inc pavilion)	Per Game	£38.75	£39.91	£1.16	3.00%		
GT37	Schools Pitches and lettings	Greenspaces	Non LBB Schools Football (inc pavilion)	Per Game	£27.80	£28.63	£0.83	3.00%		
GT38	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rounders (inc pavilion)	Per Game	£24.35	£25.08	£0.73	3.00%		
GT39	Schools Pitches and lettings	Greenspaces	Site hire (inc pavilion) for events/sports days etc	Per Booking	£23.35	£24.05	£0.70	3.00%		
GT40	Schools Pitches and lettings	Greenspaces	Netball/Multi sport court booking	Per game	£7.85	£8.09	£0.24	3.00%		
GT41	Other Bookings	Greenspaces	Storage room rental small	Per Event	£16.40	£16.89	£0.49	3.00%		
GT42	Other Bookings	Greenspaces	Storage room rental large	Per Event	£27.50	£28.33	£0.82	3.00%		
GT43	Other Bookings	Greenspaces	Charge for bounced cheques	Per Event	£55.90	£57.58	£1.68	3.00%		
GT44	Other Bookings	Greenspaces	Admin charge for changing dates etc	Per Event	£11.10	£11.43	£0.33	3.00%		
GT45	Other Bookings	Greenspaces	Pavilion with event/sports booking per hour (min charge 2 hrs per day)	Per Event	£16.15	£16.63	£0.48	3.00%		
GT46	Other Bookings	Greenspaces	Pavilion - without sport booking per hour (min charge 2 hrs per day)	Per Event	£32.80	£33.78	£0.98	3.00%		
GT47	Other Bookings	Greenspaces	Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	Per Event	£100.25	£103.26	£3.01	3.00%		
GT48	Other Bookings	Greenspaces	Sports markings - 8x100m track similar	Per Event	£100.25	£103.26	£3.01	3.00%		
GT49	Other Bookings	Greenspaces	Postage - per set of keys return and or collection	Per Event	£11.10	£11.43	£0.33	3.00%		
GT50	Other Bookings	Greenspaces	Sports course bookings (no pavilion) 2hrs max per day	Per Event	£23.35	£24.05	£0.70	3.00%		
GT51	Other Bookings	Greenspaces	Sports course bookings (no pavilion) over 2hrs per day	Per Event	£58.85	£60.62	£1.77	3.00%		
GT52	Other Bookings	Greenspaces	Fitness programmes i.e. exercise classes. - Min. 20 session booking	Per Event	£11.60	£11.95	£0.35	3.00%		
GT53	Other Bookings	Greenspaces	Sport markings - 200 m track	Per Event	£188.55	£194.21	£5.66	3.00%		
GT54	Other Bookings	Greenspaces	Sport markings - 400 m track	Per Event	£318.05	£327.59	£9.54	3.00%		
GT55	Other Bookings	Greenspaces	Additional markings (eg relay boxes, markers)	Per Event	£23.35	£24.05	£0.70	3.00%		
GT56	Other Bookings	Greenspaces	Not for profit fitness programmes - ie volunteer led programmes	One off fee, every 6 months	£53.00	£54.59	£1.59	3.00%		

Greenspaces and Trees Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT57	Other Bookings	Greenspaces	Over mark for sports markings	Per Event	£34.95	£36.00	£1.05	3.00%		
GT58	Tree Inspection / Survey. Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per hour / day	£290 per day (£43.35 per hour)	£298.70 per day (£44.65 per hour)	£8.70 per day (£1.30 per hour)	3.00%		
GT59	Tree Inspection / Survey. Intermediate	Greenspaces	Tree Inspection / survey. To include: • Identification • Plotting onto GIS system • Safety and condition assessment • Recommendations and management plans	Per hour / day	£67.60	£69.63	£2.03	3.00%		
GT60	Trees - Professional advice	Greenspaces	Assessment of development impact on public trees	Per hour	£88.40	£91.05	£2.65	3.00%		
GT61	Memorial Tree	Greenspaces	Memorial Tree (Standard 45/65 litre, 12-14cm girth)	Per Tree, Species Varies	£382.80 - £589.65	On application	£0.00	0.00%		
GT62	Events	Greenspaces	Commercial event - Fun Fairs (up to 12 rides) and Private Functions	Per Event (Per Day)	£641.95	£661.21	£19.26	3.00%	- 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)	£286.50	£295.10	£8.60	3.00%		
GT64	Events	Greenspaces	- Event size 101-1,000	Per Event (Per Day)	£641.95	£661.21	£19.26	3.00%		
GT65	Events	Greenspaces	- Event size 1,001-2,500	Per Event (Per Day)	£859.80	£885.59	£25.79	3.00%		
GT66	Events	Greenspaces	- Event size 2,501-5,000	Per Event (Per Day)	£1,146.30	£1,180.69	£34.39	3.00%		
GT67	Events	Greenspaces	- Event size 5,000 +	Per Event (Per Day)	By Negotiation	£0.00	£0.00	0.00%		
GT68	Events	Greenspaces	Community Event	Per Event (Per Day)	80% Discount	£0.00	£0.00	0.00%	Standard charges for different types of event inline with the events policy. 80% discount on commercial rate for community events. 80% discount on commercial rate for charity events - A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Street Scene Director	
GT69	Events	Greenspaces	Charity Event	Per Event (Per Day)	80% Discount	£0.00	£0.00	0.00%		

Greenspaces and Trees Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT70	Events	Greenspaces	Banner in/on Parks	Per Week	£30.60	£31.52	£0.92	3.00%	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	Free of Charge	£0.00	£0.00	0.00%		
GT72	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 1 hour	Per Visit	£1.00	£1.03	£0.03	3.00%		
GT73	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 2 hours	Per Visit	£1.50	£1.55	£0.04	3.00%		
GT74	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 3 hours	Per Visit	£2.00	£2.06	£0.06	3.00%		
GT75	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays Up to 4 hours	Per Visit	£5.00	£5.15	£0.15	3.00%		
GT76	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays All Day	Per Visit	£6.00	£6.18	£0.18	3.00%		
GT77	Allotments	Greenspaces	Rent - Residents of the Borough per pole	Each	£12.30	£12.67	£0.37	3.00%	No concessionary discount for over 60's.	
GT78	Allotments	Greenspaces	Rent - Non Residents of the Borough per pole	Each	£25.70	£26.47	£0.77	3.00%	No concessionary discount for over 60's.	
GT79	Allotments	Greenspaces	Water per pole	Each	£1.64	£1.69	£0.05	3.00%	No concessionary discount for over 60's.	

Appendix H

Business Planning 2018/19-2019/2020

General Budget Consultation 2018/19

6 December 2017 – 14 January 2018

Consultation, Commissioning Group

SECTION 1

Executive Summary

1. EXECUTIVE SUMMARY

This report sets out the consultation findings from the formal General Budget Consultation 2018/19 which will be presented as part of the budget paper at Policy and Resources on 13 February 2018 and Full Council on 6 March 2018.

2. Summary of approach

2.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement activities to inform its development of the Corporate Plan strategic priorities and five-year commissioning priorities and plans, along with indicative savings proposals to inform the medium-term financial strategy (MTFS) 2015-2020. Further details are provided in Section 2 of this report.

2.2 Formal general budget consultation on the council's budget 2018/19 (6 December 2017 – 14 January 2018)

A summary of the key findings is outlined on the following pages. Detailed findings are also provided in Section 2 of this report.

The 2018/19 general budget consultation asked for views on:

- The council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19;
- The overall budget and the saving proposals;
- Options for meeting the remaining £6.7million budget gap by 2020.

The consultation was published prior to the Local Government Settlement on 19 December 2017 which enabled councils to increase general Council Tax by up to 2.99%.

2.2.1 Summary of method

- The general consultation consisted of an online questionnaire published on <http://engage.barnet.gov.uk> together with a consultation document which provided detailed background information about the council's budget setting process and the financial challenges the council faces. Paper copies and an easy-read version of the consultation were also made available on request;
- As part of the council's statutory duty to consult with National Non-Domestic Rate (NNDR) payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the council's residents' magazine, Barnet First; the council's website; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through Community Barnet, Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super-user mailing lists;

- A face to face meeting was also held with adults with learning difficulties, set up through Mencap, where an easy read presentation of the consultation document was discussed and further support was given in completing the Easy Read questionnaire.
- A separate questionnaire was sent to the Citizens' Panel¹ to ensure the views of a representative sample of the borough's population were captured on the council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19 and options for meeting the remaining £6.7million budget gap by 2020.

2.2.2 Response to the consultation

A total of 597 questionnaires have been completed:

- 108 questionnaires were completed by the general public
- 489 questionnaires were completed by the Citizens' Panel.

The findings have been reported in order of the largest sample size: Citizens' Panel (489), and then Public Consultation (108).

There were also two written responses from businesses which did not answer the questions included in the public consultation questionnaire. These responses have been reported on separately and further details are provided Section 2 of this report.

2.2.3 Response profile

The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information on the Citizens' Panel methodology can be found at paragraph 2.6 of the detailed report.

Due to the low completion rate of the diversity monitoring questions to the general public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population.

It is also important to note that the consultation methods differ and their findings cannot be reported in a single result. For this reason, the findings have been reported on separately, so that comparisons can be made between the much larger representative sample from the Citizens' Panel and the general public consultation. For more information on how the results have been reported and interpreted please refer to 2.4 - 2.9 under Section 2 of this report.

¹ The Citizens' Panel is currently made up of 2,187 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

3. Summary of key findings

The key findings from the consultation are outlined on the following pages.

Both the Citizens' Panel and the general public consultation were asked their views on the council's proposal to apply a 3% social care precept increase in 2018/19, and options for closing the remaining £6.7million budget gap to 2020.

It should be noted that those who support or oppose the council's proposal to apply a further 3% social care precept have only been reported in this section of the report. The full findings of who answered they 'neither support nor oppose' or 'don't know' have been reported on in Section 2 of this report.

Throughout the report, the base size may vary from question to question as not all respondents provided a response to every question.

3.1 Social Care Precept Council Tax

Respondents were asked to what extent they support or oppose the council's proposal to apply a further 3% social care precept to Council Tax in 2018/19 to help ease pressure on adult social care budget.

3.1.1 The proposal to apply a further 3% social care precept increase in 2018/19

The majority of Citizens' Panel members (63%) and the general public respondents (56%, 61 out of 108 respondents) support the proposal to apply a further 3% social care precept in 2018/19.

Only a fifth of the Citizens' Panel (21%) oppose the proposal, and slightly more 30% (32 out of 108 respondents) of general public respondents oppose the proposal to apply a further 3% social care precept in 2018/19.

3.1.2 Reasons why respondents support a social care precept increase

The most frequently mentioned reasons for support of a 3% social care precept increase in 2018/19 was recognition that demand for adult social care is increasing and that we have an ageing population; followed by social care is underfunded and standards need to be improved; the raise is acceptable, citing it was fair, affordable and in line with inflation; and recognition that social care is becoming an urgent priority.

3.1.3 Reasons why respondents oppose a social care precept increase

The most frequently mentioned reasons why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19 was around affordability, with living costs going up and wages not increasing; there was also a particular

reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but they were concerned that this increase would put a burden on low income families.

Other frequently mentioned reasons were that respondents felt Council Tax is already too high; that the council should make more efficiency savings and reduce waste, for example downsizing staff and having better regulation to reduce waste; that the Government should pay more and take more responsibility; and savings or cuts should be made from existing budgets not via the taxpayer.

3.1.4 Analysis of demographic sub-groups who are significantly more likely to support or oppose the proposal to apply a further 3% social care precept increase in 2018/19

The Citizens' Panel demographic sub-groups responses have also been analysed to identify which groups have a statistically significantly different response from the overall response. The sample size and the lack of completion of the demographic questions from the public consultation is too small to draw any significant conclusions in terms of demographics.

The analysis of the Citizens' Panel data found that some demographic sub-groups stand out in their responses:

- Respondents aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith or of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Respondents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

3.2 Proposals for closing the remaining budget gap of £6.7million by 2020

Respondents were presented with the following three options for closing the remaining budget gap of £6.7million by 2020:

- The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19¹
- The council should reduce the level of investment in infrastructure in 2018/19
- The council should find further savings within the Theme Committees in 2019/20.

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

¹ The consultation was published prior to the Local Government Settlement on 19 December 2017, which enabled councils to increase general Council Tax by up to 2.99%.

3.2.1 Level of support for each option

Both the Citizens' Panel and respondents from the public consultation **gave two options equal support. These were to: 'raising general Council Tax by up to 1.99% in 2018/2019', and 'find further savings within the Theme Committees in 2019/2020'**. Just over half of both samples supported these two options.

However, the Citizens' Panel were **less** likely to indicate they opposed raising Council Tax (29%) compared to the general public consultation (39%), and conversely the panel were **more** likely to say they 'neither support nor oppose' (16%) compared to the general public (4%).

A further 3 % of the Citizens Panel and the public consultation respondents indicated they 'don't know/not sure'

In terms of 'making further savings within Theme Committees in 2019/2020' around a quarter opposed this option (Citizens' Panel 24%, and the general public consultation 28%). The remainder indicated they 'neither support nor oppose (Citizens' Panel 18%, and the general public consultation 14%) or they 'don't know or were not sure' (Citizens' Panel 6%, and the general public consultation 5%).

Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'. The panel was slightly more likely to oppose this option compared to respondents from the general public consultation:

- Only 23% of the panel supported this option, with the majority opposing it (61%).
- Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option and the remainder indicated they were either neutral (13%) or indicated they 'don't know /not sure' (9%).

3.2.2 Analysis of demographic sub-groups on level of support for each option

Analysis of demographic sub-groups on who are more likely to support or oppose raising the general Council Tax by up to 1.99%:

- Respondents who are owner occupiers or of Jewish faith are **more likely to support** the option of raising the general Council Tax by up to 1.99% in 2018/19.
- Respondents from Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Respondents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.

Analysis of demographic sub-groups on who are more likely to support or oppose finding further savings within the Theme Committees in 2019/20:

- Respondents who are female or Asian ethnicity are **more likely to support** and **less likely to oppose** finding further savings within the Theme Committees in 2019/20.
- Respondents who are of Christian faith are **less likely to support** finding further savings within the Theme Committees.
- Respondents who are male, aged 35 - 44, or aged 45 - 54 are **less likely to support** and **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

Analysis of demographic sub-groups on who are more likely to support or oppose reducing the level of investment in infrastructure 2018/19:

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Respondents in Chipping Barnet constituency are **less likely to support** and **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

3.3 Ranking of options to close the budget gap

When asked to rank these options in order of preference the Citizens' Panel's **first preferred option is 'find further savings within Theme Committees in 2019/2020' then 'raise general Council Tax by up to 1.99% in 2018/2019** – although these were ranked very closely with their first preferred option; followed by reducing the level of investment in infrastructure in 2018/19 to help meet the budget gap.

In summary Citizens' Panel preferred options was as follows:

- 1st preferred option: find further savings within the Theme Committees in 2019/20
- 2nd preferred option: raise general Council Tax by up to 1.99% in 2018/20
- 3rd preferred option: reduce the level of investment in infrastructure in 2018/19.

However, the general public respondents put 'raise general Council Tax by up to 1.99% in 2018/2019' as their first preferred option and their second preferred option as 'the council should find further savings within the Theme Committees in 2019/20'.

Like the Citizens' Panel their third preferred option is to 'reduce the level of investment in infrastructure in 2018/19'.

3.3.1 Analysis of Citizens' Panel demographic sub-groups who are more likely to rank these options in the order specified at 3.3.

The Citizens' Panel ranked 'find further savings within the Theme Committees in 2019/20' as their 1st preference:

- Respondents with a non-white ethnicity (Asian, black or other) are **more likely** to rank this option as their first choice.
- Respondents aged 65+ or white ethnicity **less likely** to rank this as their first option.

The Citizens' Panel ranked 'raise general Council Tax by up to 1.99% in 2018/19' as their 2nd preference:

- Respondents from a non- white ethnicity, Christian faith or are disabled **more likely** to rank this as their second choice.
- Respondents from a white ethnicity, Atheist faith or have no disability are **less likely** to rank this as their second choice.

The Citizens' Panel ranked 'reduce the level of investment in infrastructure in 2018/19' as their 3rd preference:

- Respondents aged 45 - 54, owner occupiers or Jewish faith are **more likely** to rank this as their third choice.
- Respondents from the Hendon constituency or rent from a private landlord and **less likely** to rank this as their third choice.

3.4 Alternative options that the council has not considered to help generate income or make savings

Respondents were asked if they have any suggestions for alternative options that the council has not considered to help generate income or make savings. 126 panel members and 52 respondents from the general public consultation wrote in alternative options.

The most frequently mentioned suggestions were around bringing services back in house and reducing out sourcing; followed by reducing council staff and capping council staff salaries and allowances; generating income through increasing fines - for example through increased parking charges or fines on fly tipping, littering and applying a congestion toll; increasing housing tax for landlords or who own more than one property or have empty houses. Others mentioned cutting benefits and reducing income support.

4. Overall budget and savings for 2018/19

The Citizens' Panel were not asked questions on the overall budget and savings and/or income proposals within each Theme Committee for 2018/19.

The consultation findings outlined on the following pages are from the general public consultation only.

4.1 Overall budget and savings for 2018/19

Respondents were asked if they had any comments to make on the overall budget, in particular on how the 2018/19 proposed savings have been divided across the Theme Committees. Of those who responded to the whole general public consultation 39 out of 108 gave a response to this question.

The four most common themes were concerns about: outsourcing; the high savings in Children's Services; the high savings in Adults and Safeguarding; and the need for more information to make a comment – for example Theme committees are too broad to comment, or need employee salary and pension figures.

4.2 Theme Committee Savings and/or income Proposals 2018/19

The general public consultation were asked the following questions on the savings and/or income proposals within each Theme Committee for 2018/19:

- Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within this committee's budget for 2018/19?
- Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within this committee for the 2018/19 budget?

Table 1 over the page summarises the headline findings on the extent to which respondents agree or disagree with the savings proposed within each committee.

Table 1: Summary of headline findings on the extent to which public consultation respondents agree or disagree with the savings proposed within each Committee.

Theme Committee	Consultation Findings ¹
Policy and Resources	Opinion was mixed on the savings and/or income proposals within this committee, with no clear majority agreeing or disagreeing. 41% (23 out of 57 respondents) agree with the savings proposals. 30% (17 out of 57 respondents) disagree, and the remainder neither agree nor disagree 21% (12 out of 57) or don't know 9% (5 out of 57).
Adults and Safeguarding	More respondents agree rather than disagree with the savings and/or income proposals within the Adults and Safeguarding Committee. Just under half (47%, 20 out of 43 respondents) agree with the savings and/or income proposals within the Adults and Safeguarding Committee. 30% (13 out of 43 respondents) disagree, and the remainder neither agree nor disagree 19% (8 out of 43) or don't know 5% (2 out of 43).
Children, Education, Libraries and Safeguarding	Respondents are more likely to disagree with the proposed savings and/or income proposals within the Children, Education, Libraries and Safeguarding Committee rather than agree. 34% (19 out of 57 respondents) agree with these savings and/or income proposals. Half of respondents (49%, 28 out of 57 respondents) disagree. The remainder neither agree nor disagree 12% (7 out of 57) or don't know 5% (3 out of 57).
Environment	In Environment Committee, respondents are more likely to disagree with the savings and/or income proposals rather than agree. 29% (16 out of 55 respondents) agree with the savings and/or income proposals within the Environment Committee compared to 42% (23 out of 55 respondents) who disagree. The remainder neither agree nor disagree (24%, 13 out of 55) or don't know 5% (3 out of 55).
Assets, Regeneration and Growth	Opinion on Assets, Regeneration and Growth Committee savings and/or income proposals were slightly more mixed within this committee. Slightly more respondents agree with the proposed savings within this committee than disagree. 44% (17 out of 39 respondents) agree with this committee's savings and/or income proposals, whereas 33% (13 out of 39 respondents) disagree, and the remainder neither agree nor disagree (21%, 8 out of 39) or don't know 3% (1 out of 39).

¹ Where percentages do not add up to 100 this is due to rounding.

GENERAL BUDGET CONSULTATION 2018/19

Theme Committee	Consultation Findings ¹
Community Leadership	Again, opinion on Community Leadership Committee budget proposals were mixed within this committee. Slightly more respondents agree with the budget being proposed within this committee than disagree. 38% (17 out of 45 respondents) agree with the budget within this committee, 27% (12 out of 45 respondents) disagree and 33% (15 out of 45 respondents) neither agree nor disagree or don't know (2%, 1 out of 45).
Housing	In the Housing Committee the same proportion agree as disagree with the budget being proposed in this committee. 33% (13 out of 40 respondents) agree with the budget in Housing Committee and 33% disagree (13 out of 40 respondents). The remainder neither agree nor disagree (28%, 11 out of 40 respondents) or don't know (8 %, 3 out of 40 respondents).

Detailed analysis on the open-ended questions for each committee is provided in Section 2 of this report.

SECTION 2

Business Planning 2018-2020

General Budget Consultation

2018/19

Detailed Findings

1. BACKGROUND

The budget proposals for 2018/19 have been subject to a formal public consultation.

This report sets out the full findings from the council's consultation on its Business Plan 2018/19. The findings will be considered by Full Council on 6 March 2018, where the final decision on the council's budget for 2018/19 will be taken.

1.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement activities to inform the development of its Corporate Plan strategic priorities and five-year commissioning priorities and plans, along with indicative savings proposals that informed our five year MTFS 2015-2020.

The preliminary consultation was designed to:

- a) Inform the Priorities and Spending Review (2014) by gathering insight to explore where savings and income generation can be made across the council;
- b) Understand residents' views of council priorities and valued services;
- c) Gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the budget and allocation of resources over the five years from 2015-2020.

Table 2 outlines the phases of consultation and engagement to date:

Table 2: Consultation and engagement that has informed the council's business planning to 2020

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

GENERAL BUDGET CONSULTATION 2018/19

Phase	Date	Summary
Phase 4: Strategic Plan to 2020 Consultation	December 2014 - 2015	<ul style="list-style-type: none"> • A series of six workshops with a cross-section of residents recruited from the Citizens' Panel and Youth Board, plus two workshops with users¹ of council services. • An online survey.

2. Formal Budget Consultation 2018/19

2.1 Overview

The preliminary consultation and engagement has informed the development of the council's 2018/19 budget proposals to be put forward for formal consultation.

The 2018/19 General Budget Consultation began after Policy and Resources Committee on 6 December 2017 and concluded on 14 January 2018.

In terms of service-specific consultations the council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2018/19 savings. The outcomes of these consultations are being reported into committee decision making processes.

2.2 Technical details and method

In summary, the consultation was administered as follows:

- The General Budget Consultation was open for five and a half weeks, from 6 December 2017 to 14 January 2018;
- The consultation was published on Engage Barnet <http://engage.barnet.gov.uk> together with a consultation document which provided detailed background information about the council's budget setting process and the financial challenges the council faces;
- Respondents' views were gathered via an online survey. Paper copies and an easy-read version of the consultation were also made available on request;
- As part of the council's statutory duty to consult with National Non-Domestic Rate (NNDR) payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the council's residents' magazine, Barnet First; the council website; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through Community Barnet, Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super user mailing lists;

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

- A face to face meeting was also held with adults with learning difficulties, set up through Mencap, where an easy read presentation of the consultation document was discussed and further support was given in completing the Easy Read questionnaire.
- A separate questionnaire was sent to the Citizens' Panel¹ to ensure the views of a representative sample of the borough's population were captured on the council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19, and options to close the £6.7million budget gap to 2020. More information on the Citizens' Panel methodology and response can be found at section 2.6 of this report.

2.3 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the 2018/19 budget. In particular the consultation invited views on:

- Overall budget and saving proposals;
- The council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19;
- Options for bridging the budget gap of £6.7million to 2020;
- The savings and/or income being proposed within each Theme Committee.

In order to allow further understanding and in-depth analysis the questionnaire also included:

- Open-ended questions which asked respondents to write in:
 - reasons why they support or oppose the council's proposal to apply the 3% social care precept Council Tax increase in 2018/19
 - if they had any other alternative options that the council had not considered to help generate income or make savings to close the £6.7million budget gap to 2020
 - any comments or alternative suggestions about the individual savings and/or income being proposed within each theme committee for the 2018/19 budget.
- Key demographic questions to help understand the views of different demographic groups.

Throughout the questionnaire and where applicable, hyperlinks were provided to the relevant sections of the consultation document, and to the detailed savings and/or income proposals for each committee.

Those respondents who elected to receive a paper copy were also sent the consultation document, and the detailed 2018/19 savings for each committee.

¹ The Citizens' Panel is currently made up of 2,187 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability. See 2.6 for more details.

2.4 Response to the consultation

A total of 597 questionnaires have been completed:

- 108 questionnaires were completed by the general public
- 489 questionnaires were completed by the Citizens' Panel.

As outlined under paragraph 2.2, the Citizens' Panel were only asked questions on the council's proposal to apply a 3% social care precept increase to Council Tax next year and options for meeting the remaining £6.7million budget gap by 2020.

2.5 General public response and profile

Table 3 shows the profile of those who responded to the general public consultations.

Table 3: General Public Sample Profile

Stakeholder	General Public Consultation	
	%	Base
Resident	62%	67
Business	1%	1
Resident and business based in Barnet	6%	6
Public sector organisation	4%	4
Voluntary/community organisation	0%	0
Other	2%	2
Prefer not to say	2%	2
Not answered	24%	26
Total	101% ¹	108

As outlined under Section 1 of this report, there were also two written responses from businesses which did not answer the questions included in the public consultation questionnaire.

The responses have been reported on separately and further details are provided Section 2, 3.4, of this report.

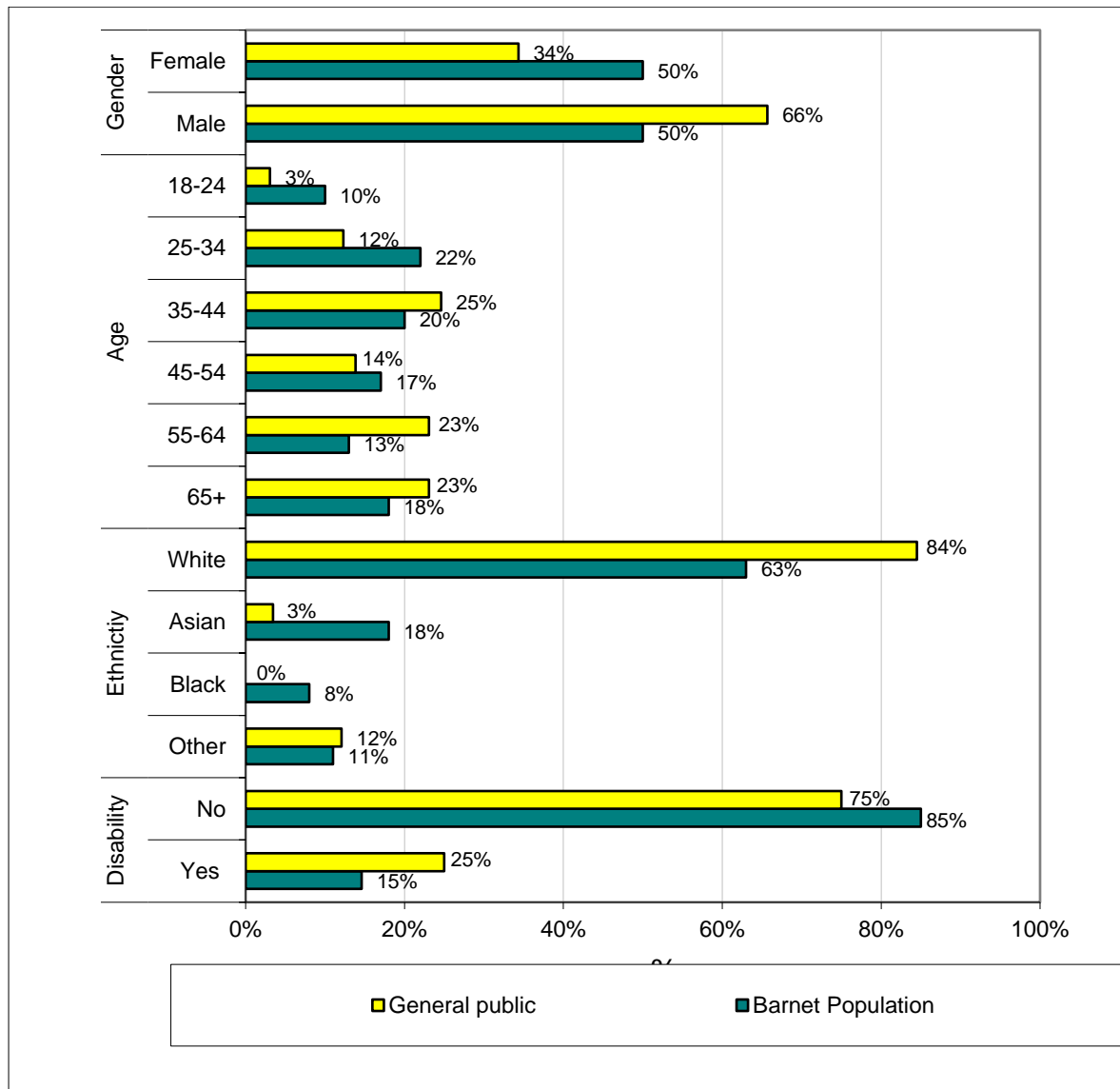
¹ The total adds up to more than 100% due to rounding

General Public Consultation Sample profile – key demographics

Chart 1 shows the demographic profile of those who responded to the general public consultations in terms of key demographics compared to the population of Barnet.

However, due to the low completion of the diversity monitoring questions (67%), it is difficult to draw any conclusions on how representative it is of the borough’s actual population.

Chart 1: General Public Consultation Sample profile – key demographics



2.6 Citizens' Panel response and sample profile

A combined postal and online survey method¹ was mailed out to 2,187 members of Barnet's Citizens' Panel; a total of 489 questionnaires have been completed (90 postal and 399 online) giving a response rate of 22%.

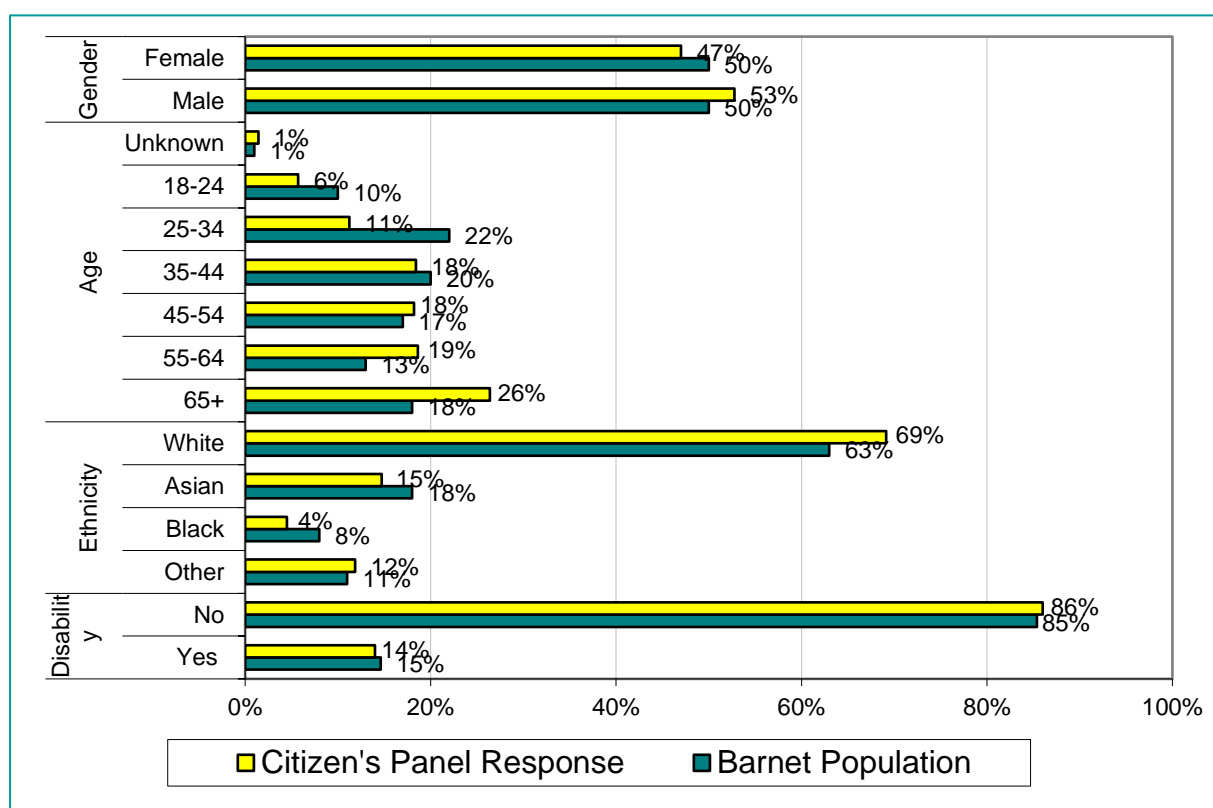
The Citizens' Panel is selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability.

It should be noted that when mailing out a Citizens' Panel survey there is no guarantee that the achieved response will exactly match the profile of the population, as it depends on which panel members decide to take part in and return the survey.

Chart 2 shows the demographic profile of those who responded to this Citizens' Panel survey compared to the population of Barnet.

The sample that responded closely matches Barnet's population profile in terms of gender, and disability. However, in terms of age, younger panel members are slightly under-represented and older panel members are over-represented. There is also a slight over-representation of white respondents and under-representation of black and Asian respondents. **Weighting has been applied to tackle the issue of under- and over-representation in the sample so that it represents the population make-up of Barnet residents, and it is the weighted data that is reported on in this report.**

Chart 2: Citizens' Panel Sample profile – key demographics



¹ When panel members are recruited they are given the choice of which method they prefer to receive their surveys; either online sent to their email address, or hard copy sent to their postal address.

2.7 Protected Characteristics

The council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups.

The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.

To assist us in complying with the duty under the Equality Act 2010 we asked the general public consultation respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the personal information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under the Data Protection Act 1998.

Members of the Citizens' Panel provide equalities monitoring data at the outset of their appointment and this is updated so far as possible and used throughout their term. Due to their term of appointment to the Citizens' Panel is 3 years it is not possible to ensure a representative sample of those who are pregnant and/or on maternity leave throughout the three-year period.

Table 4: Protected Characteristic sample profile

Protected Characteristic	Citizens Panel		General Public	
	Number	%	Number	%
Faith				
Agnostic	17	3%	5	7%
Atheist	35	7%	9	13%
Baha'i	1	0%	0	0%
Buddhist	3	1%	0	0%
Christian	182	37%	17	24%
Hindu	27	6%	1	1%
Humanist	2	0%	0	0%
Jain	5	1%	1	1%
Jewish	96	20%	6	8%
Muslim	23	5%	4	6%
Sikh	3	1%	0	0%
No religion	71	15%	10	14%
Prefer not to say/not stated	18	4%	17	24%
Other Faith	6	1%	2	3%
Not answered	0	0%	36	33%
Answered	489	100%	72	67%
Total	489		108	

GENERAL BUDGET CONSULTATION 2018/19

Protected Characteristic	Citizens Panel		General Public	
	Number	%	Number	%

Sexuality	Number	%	Number	%
Bisexual	6	1%	3	5%
Gay man	1	0%	1	2%
Heterosexual	381	78%	43	65%
Lesbian	1	0%	1	2%
Other	0	0%	1	2%
Prefer not to say/Unknown	100	20%	16	24%
Prefer to define your sexuality in other terms	0	0	1	2%
Not answered	0	0%	42	64%
Answered	489	100%	66	100%
Total	489		108	

Pregnancy	Number	%	Number	%
Pregnant	NA	NA	0	0%
On maternity leave	NA	NA	1	5%
Prefer not to say	NA	NA	0	0%
Neither	NA	NA	20	95%
Not answered	NA	NA	86	80%
Answered	NA	NA	21	20%
Total			107	

Is your gender the same as that assigned at birth	Number	%	Number	%
Yes	NA	NA	58	89%
No	NA	NA	0	0%
Prefer not to say	NA	NA	7	11%
Not answered	NA	NA	43	40%
Answered	NA	NA	65	60%
Total			108	

2.8 Interpretation of the results

In terms of the two sets of results, it is also important to note the following:

- The weighted Citizens' Panel survey results are broadly representative of the overall population of Barnet, and therefore are likely to be a useful guide to overall public opinion across the borough;

- Although the general public consultation is not representative of the overall population of Barnet they provide considerable information. However, they should be treated with caution as a guide to overall opinion because the response profile does not match the Barnet population;
- It is also important to note because the general public consultations profile is an imperfect reflection of the population, the responses to the Council Tax budget gap questions have been analysed separately from the weighted Citizens' Panel survey findings;
- The questions on the overall budget and proposed savings within each Committee for 2018/19 were only asked in the general public consultations, and although not representative of the borough's population, the results do provide an important indication of where there may be strength of feeling in relation to the overall proposals and savings;
- Where percentages do not add up to 100, this may be due to rounding, or the question is multi-coded. All open-ended questions that invite respondents to write in comments are multi-coded and therefore add up to more than 100%;
- All open-ended responses to the public consultation and the Citizens' Panel have been classified based on the main themes arising from the comment, so that they can be summarised.

2.9 Calculating and reporting on results

The findings of each sample have been reported in order of the largest sample size: Citizens' Panel (489) and then the Public Consultation (108).

The results for each question are based on "valid responses" (Citizens' Panel is based on 'valid weighted responses'), i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question.

3. Results in detail:

3.1 Council Tax, proposal to apply a further 3% social care precept increase in 2018/19

Respondents were asked to what extent they support or oppose the council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19 to help ease pressure on adult social care budgets:

Table 5 over the page shows the majority of Citizens' Panel members (63%) and the general public respondents (56%¹, 61 out of 108 respondents) support the proposal to apply a further 3% social care precept in 2018/19.

¹ Calculated on total support, figures vary in the table due to rounding.

GENERAL BUDGET CONSULTATION 2018/19

Only a fifth of the Citizens' Panel (21%) oppose this proposal, and slightly more 30% (32 out of 108 respondents) of general public respondents oppose the proposal to apply a further 3% social care precept in 2018/19.

The remainder indicated that they 'neither support nor oppose' (Citizens' Panel 12%, the general public consultation 6%) or they 'don't know' (Citizens' Panel 4%, the general public consultation: 7%)

Table 5: Proposal to apply a further 3% social care precept to Council Tax in 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel		General Public	
	%	Base	%	Base
Strongly support	30%	147	31%	33
Tend to support	33%	161	26%	28
Neither support nor oppose	12%	60	6%	7
Tend to oppose	12%	58	6%	7
Strongly oppose	9%	45	23%	25
Don't know	4%	18	7%	8
Total	100%	489	100%	108

3.1.2 Reasons given by those who support the proposal to apply a further 3% social care precept increase in 2018/19

Respondents were given an opportunity to give reasons why they support or oppose a proposal.

It should be noted responses to open ended questions which invited reasons for support or opposing the options were varied, with many respondents providing more than one reason why they support this proposal. The responses to these questions are grouped where there is commonality of responses higher than three, and these have been ranked by the Citizens' Panel sample most frequently mentioned reasons. Percentages are calculated on the total number of respondents who support or oppose an increase.

Of those who indicated their support for the council's proposal to apply a further 3% social care precept in 2018/19, the majority of respondents went on to give a reason for their support: 90% of the Citizens' Panel gave a reason for their support, and 61% (37 out of 61 respondents) of the general public consultation also gave a reason for their support.

1 Calculated on total oppose, figures vary in the table due to rounding.

GENERAL BUDGET CONSULTATION 2018/19

Table 6 gives full details of the type of comments received on why respondents support the proposal to apply a further 3% social care precept increase in 2018/19.

The most frequently mentioned reasons why respondents support the proposal to apply a further 3% social care precept in 2018/19 was recognition that demand for adult social care is increasing in terms of an ageing population; followed by social care is underfunded and standards need to be improved; respondents also thought the raise is acceptable, citing it was fair, affordable and in line with inflation; and recognition that this is an urgent priority.

Table 6: Reasons given for support the proposal to apply a further 3% social care precept increase in 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel ¹		General Public ₁	
	%	Base	%	Base
THOSE WHO SUPPORT	100%	308	100%	61
Gave a reason for their support	90%	277	61%	37
Did not give a reason	10%	31	39%	24
Reasons stated:				
Demand for social care is increasing / Population is ageing / Borough has large elderly population /	19%	57	7%	4
Social Care services are underfunded / expensive / needs an increase / Improvement to adult social care services needed /concerned about the standard of elderly adult care services	15%	47	7%	4
Rise is acceptable / Affordable / Modest / Fair / Reasonable / Realistic / In line with inflation	13%	40	7%	4
Social care is: Priority / Urgent / Vital	12%	36	0%	0
Specific mention of supporting the vulnerable: We must support the vulnerable / Those who need care, including the disabled	9%	29	10%	6
Support, but increase needs to be ring fenced for social care and elderly / Need information and reassurance on how funds will be spent	7%	21	0%	0
Specific mention of the elderly needing more care / Helping older people	7%	22	3%	2
We/ the community need to pay / accept responsibility / Moral duty / Needed for a dignified civilized society	7%	21	5%	3
To ease pressure on NHS / NHS cannot cope / Reduce bed blocking	6%	20	3%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they support this proposal.

GENERAL BUDGET CONSULTATION 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel ¹		General Public ¹	
	%	n	%	n
It's time to address lack of long term funding / if we don't act now problems and costs will only increase	6%	17	3%	2
Funding has to come from somewhere	6%	17	3%	2
Support but: the cost is high / may increase burden on families	5%	15	2%	1
An increase would allow elderly to be cared for at home	3%	9	0%	0
It would have a positive impact on the community / improve lives / benefit the wider community	3%	9	3%	2
We need to pay now due to Council Tax being frozen previously / Freezing impacted services/Should not have frozen Council Tax in previous years and reduced much needed services	3%	8	8%	5
Support but: central government should do more / central government has abdicated responsibility / lack of government funding to Councils	2%	7	3%	2
Support but: should not be at the cost of other services / other services also require attention (i.e. mental health, children)	2%	6	3%	2
Support but: could pay more: Even 3 % is not enough/I would support the full 4.99% increase/Council should increase Council Tax by the maximum amount allowed to support vulnerable adult services, children service and safeguarding/Council Tax needs to increase by 10%.	1%	2	7%	4
Other comments	9%	28	16%	10
Total number of different types of comments		411		55

3.1.3 Reasons why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19

Respondents were also given the opportunity to give reasons why they oppose the proposal.

Of those who indicated they oppose the council's proposal to apply a further 3% social care precept in 2018/19, the majority of respondents went on to give a reason for their support: 66% of the Citizens' Panel gave a reason for their support, and 72% (23 out of 32 respondents) of the general public consultation also gave a reason for why they oppose.

Table 7 gives full details of the type of reasons why respondents oppose the council's proposals to apply a further 3% social care precept increase in 2018/19.

GENERAL BUDGET CONSULTATION 2018/19

The most frequently mentioned reason why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19 was around affordability with living costs going up and wages not increasing; there was also a reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but were concerned about the burden it would put on low income families. Other frequently mentioned reasons was that Council Tax is already too high; that the council should make more efficiency savings and reduce waste - for example downsizing staff and having better regulation to reduce waste. Others feel the Government should pay more and take more responsibility; whilst other respondents felt savings or cuts should be made from existing budgets not via the taxpayer and cuts should be achieved in other areas.

Table 7: Reasons given for opposing the proposal to apply a further 3% social care precept increase in 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel		General Public	
	%	Base ¹	%	Base ¹
THOSE WHO OPPOSE	100%	103	100%	32
Gave a reason why they oppose	66%	68	72%	23
Did not give a reason why they oppose	34%	35	28%	9
Reasons stated:				
I cannot afford the increase: living costs have increased (i.e. rent, good petrol) / Wages have not gone up	19%	20	16%	5
Council Tax is already too high / pay enough already /previous raise high enough	17%	17	19%	6
I can afford but will increase burden on others / add pressure on low income families / households /workers	13%	13	6%	2
Council should make more efficiency savings / downsize council staff / have better regulation with less waste overall	12%	12	19%	6
Funding should come from Central government / It's their responsibility	11%	11	16%	5
Savings should be made from existing budgets not via the taxpayer/ Cuts should be achieved in other areas	9%	9	9%	3

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they oppose this proposal.

GENERAL BUDGET CONSULTATION 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel		General Public	
	%	Count	%	Count
Specific mentions to being a pensioner and affordability: I cannot afford increase as I am pensioner / my pension has not gone up	7%	7	3%	1
Do not directly benefit from adult social services	5%	5	0%	0
Funding should be provided by those who need it / their families	3%	3	3%	1
Unfair, taxation is not based on income, those with higher income should pay more	3%	3	3%	1
It is not the council's business: they should concentrate on general core issues such as roads, pavements, rubbish, parks, schooling	0%	0	9%	3
Other comments	15%	15	16%	5
Total number of different types of reasons		115		38

3.1.4 Analysis of demographic sub-groups

The demographics of the Citizens' Panel responses have been analysed to identify which groups are statistically significantly different from the overall response. The sample size of the general public consultation is too small to draw any significant conclusions in terms of demographics.

The analysis of the Citizens' Panel found that some demographic sub-groups stand out in their responses:

- Respondents who are aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith and of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Respondents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

3.1.5 Options for closing the remaining budget gap of £6.7million by 2020

Respondents were presented with the following three options for closing the remaining budget gap of £6.7million by 2020:

- The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19
- The council should reduce the level of investment in infrastructure in 2018/19
- The council should find further savings within the Theme Committees in 2019/20

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

3.1.6 Level of support for each option

Table 8 shows that both the Citizens' Panel and respondents from the general public consultation **gave two options equal support. These were: 'raising general Council Tax by up to 1.99% in 2018/2019, and 'find further savings within Theme Committees 2019/2020'.** Just over half of both samples supported these options.

However, the Citizens' Panel were **less** likely to indicate that they opposed the raise in general Council Tax (29%) compared to the general public consultation (39%). Conversely the panel were **more** likely to say they 'neither support nor oppose' (16%) compared to the general public (4%).

A further 3 % of the Citizens Panel and the public consultation respondents indicated they 'don't know or were not sure'

In terms on 'making further savings within Theme Committees in 2019/2020' around a quarter opposed this option (Citizens' Panel 24%, and the general public consultation 28%). The remainder indicated they 'neither support nor oppose (Citizens' Panel 18%, and the general public consultation 14%) The remainder indicated they 'neither support nor oppose (Citizens' Panel 18%, and the general public consultation 14%) or don't know or were not sure' (Citizens' Panel 6%, and the general public consultation 5%).

Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'. The panel was slightly more likely to be opposed this option compared to respondents from the general public consultation:

Only 23% of the panel supported this option, with the vast majority opposing it (61%), and the remainder indicated they 'neither support nor oppose' (12%) or that they 'don't know/Not sure' (4%).

Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option, and the remainder indicated they were either neutral (13%), or indicated they 'don't know/Not sure' (9%).

Table 8: Level of support for each proposal

To what extent do you support or oppose the three additional options presented?	Consultation Method	Support		Neither support nor oppose		Oppose		Don't know /Not sure		Total Base
		%	Base	%	Base	%	Base	%	Base	
The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19	Citizens' Panel	53%	240	16%	71	29%	131	3%	13	455
	Public Consultation	53%	50	4%	4	39%	37	3%	3	94
The council should find further savings within the Theme Committees in 2019/20	Citizens' Panel	52%	232	18%	79	24%	110	6%	28	449
	Public Consultation	52%	48	14%	13	28%	26	5%	5	92
The council should reduce the level of investment in infrastructure in 2018/19 to meet the budget gap	Citizens' Panel	23%	105	12%	54	60%	272	4%	18	449
	Public Consultation	34%	32	13%	12	44%	41	9%	8	93

3.1.7 Analysis of Citizens' Panel demographic sub-groups on who are more likely to support or oppose raising the general Council Tax by up to 1.99% in 2018/19.

- Respondents who are owner occupiers or who have a Jewish faith are **more likely to support** raising the general Council Tax by up to 1.99%.
- Respondents who are from the Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Respondents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.
- Male respondents are **less likely to oppose** raising general Council Tax by up to 1.99%.

3.1.8 Analysis of demographic sub-groups on who are more likely to support or oppose 'reduce the level of investment in infrastructure in 2018/19'

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Respondents in Chipping Barnet constituency are less likely to support and **more likely to oppose** reducing the level of investment in infrastructure.

- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

3.1.9 Analysis of demographic sub-groups on who are more likely to support or oppose 'find further savings within the Theme Committees in 2019/20'

- Respondents who are female or Asian are **more likely to support and less likely to oppose** finding further savings within the Theme Committees.
- Residents who are Christian are **less likely to support** finding further savings within the Theme Committees.
- Respondents who are male, aged 35 -44 or aged 45 -54 are **less likely to support and more likely to oppose** finding further savings within the Theme Committees.
- Respondents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

3.1.10 Ranking of options to close the budget gap

Table 9 over the page highlights when asked to rank these options in order of preference the Citizens' Panel's **first preference was 'finding further savings within Theme Committees in 2019/2020'** then **'raise general Council Tax by up to 1.99% in 2018/2019 – although these were ranked very closely'**; this was followed by reducing the level of investment in infrastructure in 2018/19 to help meet the budget gap.

In summary Citizens' Panel preferred options are as follows:

- 1st preferred option: find further savings within the Theme Committees in 2019/20
 - 2nd preferred option: raise general Council Tax by up to 1.99% in 2018/19
 - 3rd preferred option: reduce the level of investment in infrastructure in 2018/19.
- However, the general public respondents put 'raise general Council Tax by up to 1.99% in 2018/19' as their first preferred option and their second preferred option as 'the council should find further savings within the Theme Committees in 2019/20'. Like the Citizens' Panel their third preferred option is to 'reduce the level of investment in infrastructure in 2018/19'.

Table 9: Ranking of options to close the budget gap to 2020

Option	Citizens Panel		General	
	Score	Rank ¹	Score	Rank ₁
The council should find further savings within the Theme Committees in 2019/20	969	1	181	2
The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19	958	2	190	1
The council should reduce the level of investment in infrastructure in 2018/19 to meet the budget gap	724	3	150	3

3.5.11 Analysis of Citizens' Panel demographic sub-groups who are more likely to rank these options in the order specified above

The Citizens' Panel ranked find further savings within the Theme Committees in 2019/20 as their 1st preference

- Residents with a non-white ethnicity (Asian, black or other) are **more likely** to rank this option as their first choice.
- Respondents aged 65+ or white ethnicity **less likely** to rank this as their first option.

The Citizens' Panel ranked raise general Council Tax by up to 1.99% in 2018/19 as their 2nd preference.

- Residents from a non-white ethnicity, Christian faith or are disabled **more likely** to rank this as their second choice.
- Respondents from a white ethnicity, Atheist faith or have no disability are **less likely** to rank this as their second choice.

The Citizens' Panel ranked reduce the level of investment in infrastructure in 2018/19 as their 3rd preference.

- Residents aged 45 - 54, owner occupiers or Jewish faith are **more likely** to rank this as their third choice.
- Respondents from the Hendon constituency or renting from a private landlord and **less likely** to rank this as their third choice.

• Weights were assigned to each option. The respondent's most preferred choice (which they rank as 1st) has the largest weight, and their least preferred choice (which they rank in the last position) has the lowest weight. The total score for each option has been calculated with the highest ranking being the most preferred option

- o 1st preferred choice has a weight of 3
- o 2nd preferred choice has a weight of 2
- o 3rd preferred choice has a weight of 1

3.6 Alternative options that the council has not considered to help generate income or make savings

Respondents were asked if they have any suggestions for alternative options that the council has not considered to help generate income or make savings. 126 panel members and 52 respondents from the general public consultation wrote in alternative options.

Table 10 gives full details of the type of suggestions given.

The most frequently mentioned suggestions were around bringing services back in house and reducing out sourcing; followed by reducing council staff and capping council staff salaries and allowances; generating income through increasing fines - for example through increased parking charges or fines on fly tipping, littering and applying a congestion toll; increasing housing tax for landlords or who own more than one property and have empty houses. Others mentioned cutting benefits and reducing income support.

Table 10: Alternative options that the council has not considered to help generate income or make savings

Are there any other alternative options that the council has not considered to help generate income or make savings?	Citizens' Panel		General Public	
	%	Base ¹	%	Base ¹
Wrote in alternative options to help generate income or make savings	100%	126	100%	52
Alternative options:				
Bring services back in house / reduce outsourcing / review current contracts	16%	20	8%	4
Reduce council staff / reduce or cap (high ranking) council staff salaries, benefits, expenses and allowances	16%	20	23%	12
Make service efficiencies / reduce waste / simplify and modernize / reduce red tape	13%	16	8%	4
Increase parking costs / Introduce Controlled Parking Zones (CPZ) / Increase fines (fly tipping, littering) / apply congestion toll	11%	14	13%	7
Increase housing tax for landlords who rent out property / who own more than one property / who have empty houses / improve rent control	10%	13	4%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who wrote in an alternative option.

GENERAL BUDGET CONSULTATION 2018/19

Are there are any other alternative options that the council has not considered to help generate income or make savings?	Citizens' Panel		General Public	
	%	Number	%	Number
Cut benefits / reduce financial aid / income support / pensions / better regulate social housing	9%	11	2%	1
Improve recycling / reduce frequency of bin collection	5%	6	8%	4
Apply pressure on central government/ put pressure on central government for more funding	5%	6	0%	0
Specific mention of Capita / ending Capita contract	6%	7	13%	7
Increase Council Tax	3%	4	4%	2
Make council staff more efficient	5%	6	2%	1
Re-evaluate council tax banding for larger houses / houses with extensions	4%	5	0%	0
Make use of voluntary resources / reach out to social initiatives	4%	5	6%	3
Sell off or make better use council assets / land / properties / Green belt sites	6%	7	8%	4
Draw in business investment	4%	5	2%	1
Raise business rates / corporation tax	5%	6	0%	0
Re-examine or halt unnecessary property and building developments	2%	3	8%	4
Increase prices for services / generate income via savings accounts	2%	3	4%	2
Reduce consultant fees	2%	3	2%	1
Other	19%	24	17%	9
Total number of different types of comments		184		68

3.7 Written responses

There were two written letters received by businesses. The type of comments included in these letters are outlined below::

- Calling on Barnet to consider reducing the costs of businesses with shop fronts by exempting micro firms (with less than 10 employees) from having to pay a license fee to hold an external shop presence.
- Highlighting the council must run its affairs as would any business, by looking at doing things differently and better.
- Reallocating funding from pavement repair/renewal to road pavement repair/renewal. This is based on the premise that traffic numbers are far higher than pedestrian.

- Highlighting the lack of usage of the new bicycle lanes/tracks as an example of wasted money.
- Appreciative of the opportunity to comment but the inability to do so in detail due to the magnitude of information required.

4. Overall budget and savings for 2018/19

The Citizens' Panel were not asked questions on the overall budget and saving proposals within each Theme Committee for 2018/19. These questions were only asked of the general public.

Respondents to the general public consultation were asked their views on:

- The overall budget and saving proposals;
- To what extent they agree or disagree with the savings and/or income being proposed within each Theme Committee.

Under each Theme Committee respondents were also given an opportunity to write in comments or alternative suggestions for savings and/or income generation.

This section of the report provides full details of the type of comments received from the open-ended questions which are ranked by the most frequently mentioned comments

Responses to these open-ended questions were much more varied compared to the open-ended questions on social care precept Council Tax and options to close the budget gap. As far as possible the responses have been grouped into commonality of themes, however there were many comments that could not be grouped into themes.

4.1 Overall budget 2018/19

Respondents were asked if they had any comments to make on overall budget, in particular on how the 2018/19 proposed savings have been allocated across the Theme Committees.

Of those who responded to the general public consultation 39 out of 108 gave a response.

Table 11 gives full details of the types comment made on the overall budget.

The four most common themes were concerns about: outsourcing; the high savings in Children's Services; the high savings in Adults and Safeguarding; and the need for more information to make a comment – for example Theme committees are too broad to comment, or need employee salary and pension figures.

GENERAL BUDGET CONSULTATION 2018/19

Table 11: Comments on overall budget and on how the 2018/19 proposed savings have been allocated across the Theme Committees

Do you have any comments to make about how the savings targets are being divided across all the Theme Committees for the 2018/19 budget?	General Public	
	%	Base ¹
	100%	108
Number of respondents who gave a comment	36%	39
No comment	64%	69
Type of comments made:		
Concern over outsourcing: -companies like Capita are inefficient / financial cost of consultants and contractors are excessive / Concerned about increased privatisation of Barnet Council / Get a grip of the CSG contract/no one person who oversees money spent on special projects / Outsourcing is not producing the expected / promised savings focus on procurement being sustainable / deliver services back in house	6%	7
Concern for high savings to children's services; - savings for Children's services are unrealistic / tried to make children's services savings and failed and now have a failed OFSTED report / Protect/ringfence children's budget / No savings targets for children / Children is highest priority	6%	6
Concern for high savings for Adults and Safeguarding: -£2.2million Adults saving on reducing demand is unrealistic and naïve / protect/ringfence adults budget / No savings targets for adults / Adults safeguarding is already woefully short of funding	6%	6
Need more information: - Theme Committees are way to broad / How much goes to policy development? / present figures in % of budgets / How are budget targets allocated per Committee? / Need employee salaries and pension figures + consultant's fees to make informed decisions.	6%	6
P&R too high share of budget: greater savings needed / Policy & Resources seems really excessive in allocation in P&R / savings target for the P&R component should be at least £3million/Still too much spent on P & R / Deliver services inhouse	6%	6
Concerned about cuts to libraries: - self-service libraries are unsafe and unwelcoming with no trained assistance /reinstate projects like libraries/money wasted on failed library programme/Barnet Mencap to run a library service but how can they pay their volunteers?	5%	5

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments to make about how the savings targets are being divided across all the Theme Committees for the 2018/19 budget?	General Public	
Difficult to find savings by trimming:- I don't wish Barnet to make savings/all services need to be adequately funded / look for savings that do not punish residents / No savings resulting in further reductions in services	5%	5
Agree with proposed savings: - proportion of savings is correct / fair distribution / budget is reducing in a reasonable rate / understand your approach and constraints	4%	4
Council Tax needs to rise: - Increase rates rather than the never-ending cuts you make to essential services/ Cutting council tax levels for political reasons to blame - should have increased/Should have raised Council Tax before	4%	4
Make more efficiencies savings - streamline and process improvements to Social Health and care budgets / Promote and support existing work before investing in new ideas / increase service efficiency and productivity	3%	3
Adhoc comments about savings: -Shelve council expenditures such as a new office block in Colindale / Housing committee should contribute to savings target / reduce all committees by 5%	3%	3
Suggestions for the Environment Committee: -- only do required roadworks/ greater scrutiny of re-paving projects priorities/Savings made by reducing frequency of domestic refuse collection	3%	3
Move away from focusing only on savings / do things differently	2%	2
Ideas for income generation -change High Road parking scheme to support small businesses - more businesses mean more rates collected / more ambitious income generation targets in profit-making elements of the business / address poor level of investment	2%	2
Current service standards:- service to tax payers is becoming less and less/poor standard of some services/	2%	2
Reduce staff salaries: - save by reducing Council employee's earnings - especially over £100,000/Are your staff providing value for money?	2%	2
More affordable housing: - more money allocated to shared ownership housing/ More secure rented accommodation for disadvantaged groups.	2%	2
Environment Committee budget cut seems large in relative terms	1%	1
Claim back millions taken by the banks	1%	1
Mill Hill depot sale was short sighted	1%	1
Bring back Richmond Fellowship Barnet	1%	1
Develop the infrastructure for a growing population - currently weak	1%	1
Listen to local business advice	1%	1
Only area going up is Regeneration -North Finchley will cost more than £276.1 million	1%	1

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments to make about how the savings targets are being divided across all the Theme Committees for the 2018/19 budget?	General Public	
Consider the way Council Tax is charged: - all people should pay Council Tax/multiple occupants should be taxed at a higher rate / Increasing Council Tax is a very heavy burden for pensioners - need to consider this	1%	1
Environment budget cut seems large in relative terms	1%	1
The council should take full advantage of the extra flexibility allowed in the Local Government Finance Settlement, applying a 2.99% increase in general council tax in addition to the proposed 3% social care precept.	1%	1
Total number of different types of comments	72%	78

4.2 Policy and Resources Committee proposed budget savings 2018/19

Respondents were asked if they would like to answer the questions on Policy and Resources Committee; 57 respondents indicated that they would like to answer these questions.

4.2.1 Overall response to the savings proposals within this committee

Respondents were asked to what extent they agree or disagree with the savings proposals that have been identified within the Policy and Resources Committee's budget for 2018/19.

Table 12 shows that 41% (23 out of 57 respondents) agree with the savings proposals within the Policy and Resources Committee. 30% (17 out of 57 respondents) disagree, and the remainder neither agree nor disagree (21%, 12 out of 57) and (9%, 5 out of 57) Don't know/not sure.

Table 12: Overall response to the savings proposals that have been identified within the Policy and Resources Committee for 2018/19

Overall, to what extent do you agree or disagree with the savings proposals that have been identified within the Policy and Resources Committee for 2018/19?		
	%	Base
Strongly Agree	11%	6
Tend to agree	30%	17
Neither agree nor disagree	21%	12
Tend to disagree	16%	9
Strongly disagree	14%	8
Don't know / not sure	9%	5
Total	100%	57

4.2.3 Additional comments or alternative suggestions for savings and/or income proposals in the Policy and Resources Committee

Respondents were asked if they had any comments, or alternative suggestions, to make about the individual savings and/or income proposals within this committee for the 2018/19 budget. 24 out of 57 respondents wrote in additional comments or alternative suggestions for savings and/or income generation.

Table 13 gives full details of the type of additional comments or alternative suggestions for savings in the Policy and Resources Committee.

The highest scoring theme with 6 out of the 57 respondents (11%) was regarding the need to scrutinise the current outsourced contracts to make savings. 5 of the 57 respondents (9%) felt the Policy and Resources savings were not sufficient and an equal number (5 of the 57 respondents – 9%) commented on the current council procurement practice. 4 of the 57 respondents (7%) needed more information.

Table 13: Additional comments or alternative suggestions for savings and/or income proposals in the Policy and Resources Committee

Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Policy and Resources Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
Number of respondents who took part in the public consultations	100%	57
Gave a comment	42%	24
Did not give a comment	58%	33
Type of comments made:		
Better scrutiny of current outsourced contracts:- more rigorous / robust assessment and audits / other providers (Sport England) are more cost effective / further review CSG functions/ more accurate starting costs/ negotiate better rates / remove wastage/ ineffective at managing Capita / Special projects, gainshare and contract indexation need further negotiation / Why are we spending so much money on these contracts?- completely unjustifiable misuse of taxpayers' money / Price increases on contracts is too high -reduce to zero or 1%/ negotiation with suppliers.	11%	6
Not sufficient savings made: - Try harder / save more / P&R savings target for the 2018/19 year should be at least £3million.	9%	5
Council procurement practices - too long winded and time consuming / contract management needs to be fleet of foot / members fail to properly scrutinise performance - politics before wellbeing of residents / 10 year contracts are restrictive for LA / Public officers are lousy negotiators -Hire in professionals to pull apart supplier costs /	9%	5

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Policy and Resources Committee for the 2018/19 budget?	General Public Consultation	
stronger contract management / Most strategic and policy roles could be scrapped.		
Need more information: - employment rates and demographics needed / a more complete breakdown required / what does this budget actually cover in terms of visible council service? / not sufficient information.	7%	4
Use resources more efficiently: - use the boroughs land / space to create profit not drain resources / bring parking back in house / Diesel charge for vehicles that pollute.	5%	3
Support small business therefore, creating more jobs and increasing revenue: - not sufficiently flexible to address the issues of individual retail centres / setting fare business rates / NSL parking are killing off our local shops / bring parking back in-house/ one hour free parking.	4%	2
E7: disagree with the reduction in concessionary fares - counterproductive and impacts on the poorest people.	2%	1
Council should ask for release of more money from the central government.	2%	1
Workforce savings should be made by capping pay to £100,000.	2%	1
Total number of different types of alternative suggestions		28

4.3. Adults and Safeguarding Committee

Respondents were asked if they would like to answer questions on Adults and Safeguarding Committee; 43 respondents indicated that they would like to answer the questions on Adults and Safeguarding Committee.

4.3.1 Overall response to the savings and/or income proposals identified in this committee

Respondents were asked to what extent they agree or disagree the savings and/or income proposals that have been identified within this committee for 2018/19.

Table 14 shows that 47% (20 out of 43 respondents) responding agree with the savings and/or income proposals within the Adults and Safeguarding Committee. 30% (13 out of 43 respondents) disagree. The remainder neither agree nor disagree 19% (8 out of 43) or indicated don't know/ not sure 5% (2 out of 43).

Table 14: Overall response to the savings and/or income proposals that have been identified within the Adults and Safeguarding Committee for 2018/19

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Adults and Safeguarding Committee for 2018/19?		
	%	Base
Strongly Agree	5%	2
Tend to agree	42%	18
Neither agree nor disagree	19%	8
Tend to disagree	9%	4
Strongly disagree	21%	9
Don't know / not sure	5%	2
Total	100%	43

4.3.2 Additional comments or alternative suggestions for savings and/or income proposals in the Adults and Safeguarding Committee

Respondents were asked if they had any comments, or alternative suggestions, to make about the individual savings and/or income proposals within this committee for the 2018/19 budget. 19 out of 43 respondents wrote in additional comments or alternative suggestions for savings and/or income generation.

Table 15 provides full details of the type of reasons received.

The most frequently cited comments to this question were not to cut the Adults and Safeguarding Committee budget (16% or 7 of the 19 respondents). General comments about potential savings the council could make and concerns about the current Adult Services provision were in joint second place with both receiving comments from 4 of the 19 respondents (9%).

Table 15: Additional comments or alternative suggestions for savings and/or income proposals in the Adults and Safeguarding Committee

Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Adults and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
Number of respondents who took part in the public consultations	100%	43
Gave a comment	44%	19
Did not give a comment	56%	24

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Adults and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
Type of reasons given:		
No cuts to the Adults and Safeguarding budget: - Already at breaking point/protect these services / Time to give something in return/ requires 100% full government subsidy / unrealistic for this year/absolute disgrace cuts should be targeted on the most vulnerable members of our community.	16%	7
General comments about potential savings the council could make: - greater joining together of NHS & LA -bed blocking has significant costs / participants in sports events should contribute to their overall operating costs/ money wasted on outsourced services/ question new social prescribing service as this is a duplication of existing provision / augmenting existing services to increase efficiency savings	9%	4
Concerns about current adult service provision: - Mental health services in the borough are appalling/ most would find present services are sadly lacking / Parent/carers of disabled young adults are not able to access a social worker very easily / Amazon can deliver a parcel within 2 hours of ordering – but the care system cannot get someone from a hospital to a care facility.	9%	4
Agree overall with savings: - Support if "managing demand" means helping people to stay at home in secure and comfortable conditions.	5%	2
Need more information: - Insufficient information provided to give an opinion / Produce a document / policy which all services should use rather than each one deciding its own.	5%	2
Change the way the system works: - Social care should not be paid from council tax but by the NHS (via foreign aid budget), disagree with "fairer" contributions towards social care packages for those living with LDD with as parents already financially subsidising / people must reside in the UK for several years before they become eligible.	5%	2
New Barnet Leisure Centre not near bus stops and has less water space (millions spent): - lack of public transport to Finchley Memorial Hospital and Barnet Copthall Leisure Centre too	2%	1
Any 'savings' are offset by increased expenditure elsewhere e.g. NHS	2%	1
R1: Reducing care packages is a high-risk strategy that can leave vulnerable people with inadequate levels of care	2%	1
Yes, increase the savings	2%	1
Total number of different types of alternative suggestions		25

4.4 Children, Education, Libraries and Safeguarding Committee

Respondents were asked if they would like to answer questions on Children, Education, Libraries and Safeguarding Committee; 57 respondents indicated that they would like to answer the questions on the Children, Education, Libraries and Safeguarding Committee.

4.4.1 Overall response to the savings and/or income proposal identified within this committee

Respondents were asked to what extent they agree or disagree with the savings and/or income proposals that have been identified within the Children, Education, Libraries, and Safeguarding Committee for 2018/19.

Table 16 shows that 34% (19 out of 57 respondents) agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee. 49% (28 out of 57 respondents) disagree and the remainder neither agrees nor disagrees, 12% (7 out of 57) or don't know/are not sure 5% (3 out of 57).

Table 16: Overall response to the savings and/or income proposals that have been identified with the Children, Education, Libraries and Safeguarding Committee

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Children, Education, Libraries and Safeguarding Committee for 2018/19?		
	%	Base
Strongly Agree	2%	1
Tend to agree	32%	18
Neither agree nor disagree	12%	7
Tend to disagree	19%	11
Strongly disagree	30%	17
Don't know / not sure	5%	3
Total	100%	57

4.4.2 Additional comments or alternative suggestions for savings and/or income proposals within the Children, Education, Libraries and Safeguarding Committee

Respondents were asked if they had any comments, or alternative suggestions, to make about the individual savings and/or income proposals within this committee for the 2018/19 budget. 27 out of 57 respondents wrote in additional comments or alternative suggestions for savings and/or income generation.

Table 17 provides full details of the additional comments or alternative suggestions for savings and/or income proposals for the Children, Education, Libraries and Safeguarding Committee

GENERAL BUDGET CONSULTATION 2018/19

The most common theme mentioned by 7 of the 57 respondents (18%) was to reverse the decline in the library service. 6 of the 57 respondents (15%) gave alternative saving suggestions. 4 of the 57 respondents did not want the Children, Education, Library and Safeguarding committee to make savings/cuts. 3 of the 57 respondents were unhappy with the council's management of this committee

Table 17: Additional comments or alternative suggestions for savings and/or income proposals within the Children, Education, Libraries and Safeguarding Committee

Do you have any comments, or alternative suggestions, to make about the individual savings and/or income being proposed within the Children, Education, Libraries and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	57
Number of respondents who gave a comment	47%	27
No comment	53%	30
Type of reasons given:		
Concerns about library services: -wasted millions destroying the libraries / absolute shambles / unforgivable mess / serious safeguarding issues with unstaffed libraries/ reverse the horrendous decline in library services / rethink as to how libraries can now be maximised as community assets / Not even generating income from the old library space/Stop spending £1m on security guards and bring back qualified staff	18%	7
General comments about potential savings the council could make:- Reduce spending on Libraries -(needs a complete overhaul/there is a lot of online material / they have had their day in their current form)/set up children evaluation committees to allocate funds / Ditch the £6million youth zone / Council does not have the expertise to deliver service remodelling- hire in a SWAT team of professionals (do not the usual suspects) / apply shared services models of delivery to the P&R component to get more savings.	15%	6
Concerns regarding cuts to Children, Education, Libraries and Safeguarding Committee: - should deliver more to Children and Education- not make cuts to it / this budget should be protected / Please do not make cuts to transport provision / children will suffer and this will be detrimental later on in life and cost the borough more /do not support the changes/cuts made to the library service (East Finchley).	10%	4
Concerns over the management of the Children, Education, Libraries and Safeguarding Committee: -Where are the savings promised from the library cuts? / Ofsted Report and the downgrading of library provision demonstrates the failure of this committee / Council's mishandling of this committee's scope of services is simply a disgrace / chair should have resigned / admit your failures / no confidence in the council's ability to "remodel" the service.	8%	3

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments, or alternative suggestions, to make about the individual savings and/or income being proposed within the Children, Education, Libraries and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
Make more savings/cuts	5%	2
Need more information: -Not give enough detail for me to offer specific comments / makes comment virtually irrelevant/What is covered under efficiency savings?	5%	2
Purposeful social work should not be the council's responsibility	3%	1
Budgets for Barnet Schools should have been maintained and increased	3%	1
Improve CAMHS and also Children's Social Care /co-ordinate inputs from services / improve the experience and outcomes for service users during transition	3%	1
Disgusting idea to ask schools to contribute towards the cost of the council's school improvement service	3%	1
Total number of different types of comments		28

4.5 Environment Committee

Respondents were asked if they would like to answer questions on the Environment Committee; 55 respondents indicated that they would like to answer the questions on the Environment Committee.

4.5.1 Overall response to the savings and/or income proposals within this committee

Respondents were asked to what extent they agree or disagree with the savings and/or income proposals that have been identified within the Environment Committee for 2018/19.

Table 18 shows that 29% (16 out of 55 respondents) agree with the savings and/or income proposals within the Environment Committee. 42% (23 out of 55 respondents) disagree. 24% (13 out of 55) neither agree nor disagree and 5% (3 out of 55) don't know / not sure.

Table 18: Overall response to the savings and/or income proposals that have been identified within the Environment Committee for 2018/19

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Environment committee for 2018/19?		
	%	Base
Strongly Agree	5%	3
Tend to agree	24%	13
Neither agree nor disagree	24%	13
Tend to disagree	20%	11
Strongly disagree	22%	12
Don't know / not sure	5%	3
Total	100%	55

4.5.2 Comments or alternative suggestions about the individual savings and/or income being proposed

Respondents were asked if they had any comments or alternative suggestions to make about the individual savings and/or income being proposed within this committee for the 2018/19 budget. 28 out of 55 respondents wrote in additional comments or alternative suggestions about the individual savings and/or income being proposed.

Table 19 provides full details of the type of comments or alternative suggestions for savings and/or income being proposed in the Environment Committee.

The most common themes were about improving and encouraging more recycling, cited by 10 respondents, and prioritising roads and better upkeep of roads, which was mentioned by 9 respondents. 6 respondents gave comments about park maintenance, generating income from parks and better use of in-house resources, while the same number also mentioned improving street cleansing and better enforcement.

Table 19: Comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget

Do you have any comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	55
Number of respondents who gave a comment	49%	28
No comment	4%	1
Type of comments made:		
Improve and encourage more recycling: don't reduce recycling / Encourage recycling / R2: support campaign for residents to reduce packaging / Empty clothes banks regularly / Reintroduce 6 monthly free street skips / Redesign recycling and waste for flats / Introduce doorstep recycling of shoes and textiles / Expand to recycling of hard plastic / No need for weekly domestic refuse collections.	18%	10
Prioritise and better upkeep of roads: Prioritise road upkeep / Target roads only / Repairs are a temporary patch / Poor maintenance of roads / Potholes are increasing / Better pothole repairs / Poor quality pothole repair on Colindale roundabout	33%	9

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget?	General Public Consultation	
Specific mentions of park maintenance, generating income from parks and better use of in-house resources: becoming less accessible / Long term leases remove council control / Spend on practical maintenance instead of external consultants / Employ inhouse ecologists / No more cuts / Don't put Parks and open spaces under threat from development / Use Barnet's 35% green spaces better to raise income / Transfer investment in roads and pavements to parks	22%	6
Improve street cleansing and better enforcement: low standard / Improve quality of the service / Better enforcement and more fines for fly tipping and littering / Investigate and sort the litter and rat infestation in Finchley / clear building rubble in Rosemont Avenue / Unemptied refuse bins on the streets unsightly / Refuse bags should be collected early in the morning	22%	6
Invest more money in pavement maintenance and use better materials: Use softer materials / Fix pavements on Essex park and Wentworth Ave / Spend money on people to fix the pavements instead of on "technology"/ Poor maintenance of footpaths	19%	5
Need more information: Don't understand "modernising environmental services" / "increasing efficiency" without the detail / How do you manage demand? / 15% budget cut but no numbers of employees losing their job stated.	15%	4
References to parking: Make Daws Lane Car Park free for 2-3 hours / E2 workforce savings - Keep parking inhouse / Stop finding ways to fine us / stop the 'unnecessary creep' of CPZ - consult on a road by road basis	11%	3
Brent Cross and Colindale regeneration: Brent Cross plan - company should not be allowed to continue re-submitting same proposals / Colindale plans - residents strongly objected but were ignored.	7%	2
Improvements to road safety: Make roads safer for cyclists and pedestrians / More cycle lanes / Reduce speed limit to 20 mph.	11%	3
Service redesign: often means lower service not better / We were promised better services for less money: quite clearly this is not happening.	11%	3
Specific mentions to contracted services: Better scrutiny of performance by members / no 'PFI nonsense'	7%	2
Budget should not be distributed by political colour of each ward.	4%	1
Businesses may start moving out of Barnet due to unsustainability	4%	1
Don't support reduction in waste collection	4%	1
Don't support introduction of Congestion Zone.	4%	1
E3 Street Scene savings - Investing in mobile IT - for whose benefit?	4%	1
G8 - no more advertising - already too much and makes our high roads ugly.	4%	1
Invest in High Barnet - encourage businesses to open with low taxes. If the high street thrives so will the area bringing in investment to all areas	4%	1
Reduce antisocial behaviour in Mill Hill Town Centre: more CCTV and monitoring / Introduce alcohol-free zone.	4%	1

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget?	General Public Consultation	
Reduce planned expenditure	4%	1
Refuse Collection: Unemptied refuse bins on the streets unsightly / Refuse bags should be collected early in the morning.	4%	1
Remove diesel motors from the environment	4%	1
Stop telling people to volunteer to run parks etc.	4%	1
Total number of different types of comments		65

4.6 Assets, Regeneration and Growth Committee

Respondents were asked if they would like to answer questions on the Assets, Regeneration and Growth Committee; 39 respondents indicated that they would like to answer the questions on the Assets, Regeneration and Growth Committee.

4.6.1 Overall response to the savings and/or income proposals identified within this committee

Respondents were asked to what extent they agree or disagree with the savings and/or income proposals that have been identified within the Assets, Regeneration and Growth Committee's budget for 2018/9.

Table 20 shows that 44% (17 out of 39 respondents) agree with the savings and/or income proposals within the Assets, Regeneration and Growth Committee. 33% (13 out of 39 respondents) disagree, 21% (8 out of 39) neither agree nor disagree, and 1 respondent (3%) indicated they 'don't know / not sure'.

Table 20: Overall response to the savings and/or income proposals that have been identified within the Assets, Regeneration and Growth Committee

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Assets, Regeneration and Growth Committee for 2018/19?		
	%	Base
Strongly Agree	13%	5
Tend to agree	31%	12
Neither agree nor disagree	21%	8
Tend to disagree	15%	6
Strongly disagree	18%	7
Don't know / not sure	3%	1
Total	100%	39

4.6.2 Comments or alternative suggestions about the savings and/or income proposals

Respondents were asked if they had any comments or alternative suggestions to make about the savings and/or income proposals within this committee for the 2018/19 budget. 16 out of 39 respondents wrote in comments or alternative suggestions for the savings being proposed.

Table 21 gives full details of the type of comments or alternative suggestions about the savings and/or income proposals within the Assets, Regeneration and Growth Committee.

The top theme that was mentioned by 3 of 39 respondents (8%) was about not increasing business rates, followed by comments about reinstating library space for books, librarians and school children, cited by 2 of 39 respondents (5%). The same number mentioned the need to support businesses.

Table 21: Comments or suggestions about the savings and/or income being proposed within the Assets, Regeneration and Growth Committee for the 2018/19 budget

Do you have any comments or alternative suggestions about the savings and/ or income being proposed within the Assets, Regeneration and Growth Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	39
Number of respondents who gave a comment	40%	16
No comment	5%	2
Type of comments made:		
Don't increase business rates / savings should not be met by council tax or business rates.	8%	3
G2 - Rental Opportunity / Libraries: Rental space in libraries is a direct result of deliberate unjustifiable cutbacks / Reinstate space for librarians and books / Give library space back to schoolchildren whose quality of education matters more than start-up businesses	5%	2
More support for businesses: Engage with and incentivise small businesses / business rates and parking policy killing the high streets / Too much focus on encouraging more unaffordable housing, instead of supporting shops and local community resources.	5%	2
Regeneration: Stop knocking down people's homes, unless you replace with equivalent homes, and compensate them / Encourage shared ownership housing schemes to increase the regeneration of areas at a realistic price.	5%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments or alternative suggestions about the savings and/ or income being proposed within the Assets, Regeneration and Growth Committee for the 2018/19 budget?	General Public Consultation	
Assign more qualified resources to the schemes that generate these savings through the better use of Council Assets in a shorter time-frame.	3%	1
Developing a business directory and portal seems like a waste of money.	3%	1
E1 - Accommodation Strategy: Any savings from this project are far in the future and project should be abandoned	3%	1
Good plan - no need to invest in this yet.	3%	1
Growing income is an excellent ambition.	3%	1
More support for assisting disabled people into work	3%	1
Parking: Introduce free parking for half an hour in all parking areas (particularly North Finchley) / Why are there different restricted parking times in Church End, North Finchley and Whetstone?	3%	1
Stop giving away or long leasing parks.	3%	1
There's no planning enforcement in Barnet. Get rid of Capita.	3%	1
Total number of different types of comments		18

4.7 Community Leadership Committee

Respondents were asked if they would like to answer questions on the Community Leadership Committee; 45 respondents indicated that they would like to answer the questions on the Community Leadership Committee.

4.7.1 Overall response to the budget in this committee

Respondents were asked to what extent they agree or disagree with the budget proposed in the Community Leadership Committee for 2018/19.

Table 22 shows that 38% (17 out of 45 respondents) agree with the budget proposals within the Community Leadership Committee. 27% (12 out of 45 respondents) disagree and 33% (15 out of 19 respondents) neither agree nor disagree.

Table 22: Overall response to the budget proposed within the Community Leadership Committee

Overall, to what extent do you agree or disagree with the budget proposed in the Community Leadership Committee for 2018/19?		
	%	Base
Strongly Agree	9%	4
Tend to agree	29%	13
Neither agree nor disagree	33%	15
Tend to disagree	16%	7
Strongly disagree	11%	5

GENERAL BUDGET CONSULTATION 2018/19

Don't know / not sure	2%	1
Total	100%	45

4.2.3 Comments or alternative suggestions about the budget being proposed in this committee

Respondents were asked if they had any comments or alternative suggestions to make about the budget proposed within this committee for the 2018/19 budget. 17 out of 45 respondents wrote in comments or alternative suggestions about the budget proposed.

Table 23 gives full details of the type of comments or alternative suggestions for the budget within the Community Leadership Committee.

The top three themes mentioned by 3 of the 45 respondents (7%) each were about crime and antisocial behaviour and investing more in CCTV; comments about the voluntary sector, including monitoring of contracts, training and partnerships; and not expecting volunteers to take the place of paid professionals.

Table 23: Comments or alternative suggestions about the budget proposed within the Community Leadership Committee

Do you have any comments, or alternative suggestions about the budget proposed within the Community Leadership Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	45
Number of respondents who gave a comment	38%	17
No comment	4%	2
Type of comments made:		
Crime and antisocial behaviour: Invest more in CCTV: more CCTV cameras, monitoring and liaison with the Police / Crime and antisocial behaviour is increasing in my local area / better recognition of antisocial behaviour that is Hate Crime, where people are targeted because of protected characteristics.	7%	3
Voluntary sector: why do the same groups seem to get every Council contract and who is monitoring them? / Training for the voluntary sector should be delivered by the voluntary sector / Stronger partnerships between the council and voluntary sectors.	7%	3
Volunteering: Don't expect volunteers to take the place of paid professionals / more community clean up days	7%	3
spend less / charge more for chargeable services.	4%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments, or alternative suggestions about the budget proposed within the Community Leadership Committee for the 2018/19 budget?	General Public Consultation	
Try harder / This committee should make savings somewhere and have not done so	4%	2
Co-ordinating measures to support community activity: - people can do this easily with social media / vulnerable groups suffering with lack of inclusion should be addressed at social care level / religious groups can contribute funds to this / businesses can networking further themselves	2%	1
Do not cut these services further.	2%	1
Don't provide translation services: print council documents in English only.	2%	1
Reduce the number and size of community events: achieve more external funding of those events from advertising/sponsoring.	2%	1
Spending priorities: Don't spend money on the "community and faith sector" / Spend on emergency planning and preparedness.	2%	1
Stop Capita from targeting community used buildings for profiteering opportunities.	2%	1
The priorities are correct.	2%	1
Total number of different types of comments		20

4.8 Housing Committee

Respondents were asked if they would like to answer questions on Housing Committee; 40 respondents indicated that they would like to answer the questions on the Housing Committee.

4.8.1 Overall response to the budget in the Housing Committee

Respondents were asked to what extent they agree or disagree with the budget in the Housing Committee for 2018/19.

Table 24 over the page shows that 33% (13 out of 40 respondents) agree with the decision not to make any savings in the Housing Committee. 33% (13 out of 40 respondents) disagree and 28% (11 out of 40 respondents) neither agree nor disagree.

Table 24: Overall response to the budget in the Housing Committee

Overall, to what extent do you agree or disagree with the budget in the Housing Committee for 2018/19?		
	%	Base
Strongly Agree	13%	5
Tend to agree	20%	8
Neither agree nor disagree	28%	11
Tend to disagree	25%	10
Strongly disagree	8%	3
Don't know / not sure	8%	3
Total	100%	40

4.8.2 Comments or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19

Respondents were asked if they had any comments or alternative suggestions to make about how the Housing Committee has allocated its budget for 2018/19. 20 out of 40 respondents wrote in comments or alternative suggestions on how the Housing Committee has allocated its budget.

Table 25 gives full details of the type of comments or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19.

The most common theme was about the Housing budget and spending less and more cautiously, mentioned by 5 of 40 respondents (13%). This was followed by comments about the need for more affordable housing which was cited by 4 respondents (10%).

Table 25: Comments or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19

Do you have any comments, or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19?	General Public Consultation	
	%	Base ¹
	100%	40
Number of respondents who gave a comment	50%	20
No comment	0%	0
Type of comments made:		

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments, or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19?	General Public Consultation	
Housing budget: reduce / clamp down on homeless funding / spend less / spend cautiously	13%	5
Affordable housing: the council's idea of "affordable" isn't the same as the rest of us - we need SOCIAL housing / Make sure that 50% of homes built in Barnet are genuinely affordable.	10%	4
Build houses: more cost-effective than purchasing houses / build supported houses	5%	2
Private landlords: better monitoring / better quality of accommodation / more proactive approach to landlords abusing the current system through loopholes.	5%	2
Housing Policy: Government and council policies have caused increase in homelessness - any strategy adopted by the council alone will have little effect / It is entirely driven by commercial considerations external to the duties of an authority to prioritise the need of the neediest residents	5%	2
Better awareness of the housing needs of domestic violence survivors	3%	1
Buy property to house families / Right to buy sales should be exceeded by purchases on at least 1:3 basis.	3%	1
Capita is encouraging mindless development with no thought given to demand infrastructure necessary to sustain an increase in population	3%	1
Charge council housing tenants a separate monthly Management Services charge.	3%	1
Council should not prevent homelessness at the taxpayer's expense	3%	1
Introduce a CPZ in Whetstone then raise Rented Garage rents	3%	1
Preventing homelessness should be a council priority whatever changes are made to the Homelessness Reduction Act.	3%	1
Release more empties properties to the council	3%	1
Staff at Barnet Homes are rude and delay housing	3%	1
Support middle to supposedly 'high ' income private renters in Barnet - who have worked hard all their lives but will never get social housing and can't afford to buy.	3%	1
The resources and their depletions require 24/7 review as the dynamics are continually changing especially with the free passage of people. Identify issues before it is too late.	3%	1
Why has the proposed development of 120+ units in the Fairway Mill Hill not been built while there is such a housing shortage?	3%	1
Total number of different types of comments		27

This page is intentionally left blank

Appendix I: Corporate Equalities Impact Analysis of Budget proposals 2018/19

Meeting our responsibility to be fair in business planning

1. This is the Fifth Cumulative Equalities Impact Analysis (CEIA) that the council has undertaken and published annually since 2013 as required by 2010 Equalities Act and Section 149 Public Sector Equalities Duties (PSED) to demonstrate how the council meets its commitment to be fair in business planning. In Barnet, we do this by assessing the impact of our actions on different groups including those identified in equality legislation as protected characteristics
2. The CEIA assesses and reports the anticipated impact of the council Budget proposals on the nine characteristics protected under the Equality Act 2010 namely:
 - Age
 - Disability
 - Gender reassignment
 - Marriage/civil partnership
 - Pregnancy and maternity
 - Race and ethnicity
 - Religion or belief
 - Sex
 - Sexual orientation.
3. At their first meeting on June 10, 2014, Members of the Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and of disadvantaged communities when making their recommendations on savings proposals. In addition to assessing the impact of proposals on the nine protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include people with learning disabilities, people with mental health issues, (who may be covered by the 2010 Act and face additional disadvantage which might mean that our proposals could impact more heavily on them), carers (including young carers), people on low income, people from areas of social and economic deprivation and the unemployed.
4. Theme Committee savings templates giving detail of the proposed approach by Theme Committee for 2018/19 and 2019/20 were submitted to Barnet Council Policy and Resources Committee on 5th December 2018. The templates can be found at pages 107 – 123 of the Business Planning paper at the following link
<https://barnet.moderngov.co.uk/documents/g8739/Public%20reports%20pack%2005th-Dec-2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>. Excerpts from the templates are given below to show preliminary EIA analysis and publication details where full EIAs have been developed to support proposals. Appendix One attaches a summary table highlighting the EIAs which support the individual Budget proposals for 2018/19 and their equalities impact by Theme Committee. Further information about legal and policy

responsibilities for Equalities and how the council approaches Equalities is attached at Appendix Two to this report.

Strategic Response to Budgetary Challenges a continuing climate of change and austerity

5. The CEIA outlines the significant challenges faced by the council over the past 7 years through reduced funding from central government, coupled with an increased demand for services and demographic growth and pressures. Between 2010 and 2017 the council has managed to save over £144m and pressure on our budget continues with a £40.7m budget gap to close by 2020. The continuing funding gap means that the council is navigating a challenging period of austerity and change and must continually make difficult choices to meet our savings targets, balance the books, protect services for our most vulnerable residents as far as possible, and deliver services for all our residents which maintain satisfaction levels.
6. The Autumn 2017 Residents Perception Survey (RPS) shows that Barnet satisfaction figures are in line with national and London figures with 65% of respondents being satisfied with the way the council runs things. Further detail about the RPS is included at Appendix 3 which updates the Strategic Equalities Objective as outlined in the Corporate Plan. Budgetary challenges provide an opportunity for us to do things differently and better (see later information on Corporate Plan and Theme Committees about how this is reflected in the work plans for each Theme Committee and their commissioning priorities.)
7. The CEIA underlines that as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups. The involvement of borough residents, businesses, voluntary, charity and faith sectors in the approach to meeting the financial challenges, has been a cornerstone in developing the values, priorities and approach of the Corporate Plan to 2020 and beyond. The Corporate Plan highlights the continuing need to build strong and resilient communities and to seek the investment and involvement of residents and business. We are determined to sustain the engagement and participation of the rich diversity of Barnet communities, including newly emerging communities, so that we address issues that really matter and build on the progress that we have made.

Corporate Plan 2015 - 2020 and Strategic Equalities Objectives

8. The Council's Corporate Plan outlines how we will work together with residents and businesses to the following values and to achieve the following outcomes for the Borough:
 - Successful places
 - Great Outcomes
 - Quality Services
 - Resilient Communities

- Barnet as a place of opportunity where people can further their quality of life;
 - Where people are helped to help themselves, recognising that prevention is better than cure;
 - Where responsibility and the benefits of opportunity are shared fairly
 - Fairness towards more frequent users of services as well as all taxpayers,
 - Services are delivered efficiently to get value for money for the tax payer
9. The Corporate Plan and Strategic Equalities Objective are fundamental to the council's approach to fairness. The Plan outlines the council's Strategic Equalities Objective that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. The Corporate Plan states that the strategic equalities objective will be reflected in the actions the Council takes to deliver the Corporate Plan. An update of our progress with Strategic Equalities Objective is attached at Appendix Three to this CEIA.
10. The Corporate Plan ensures that Borough priorities reflect the diversity of need in Barnet and are addressed in a mainstream and holistic way, incorporating them into the commissioning priorities and work plans for each theme committee. This includes addressing dementia, mental health and safeguarding issues for vulnerable adults and young people by promoting independent living and helping people to support each other and keep well for longer in the community, wherever, and for as long as possible; reducing, delaying and avoiding reliance on statutory services for as long as possible; building individual, family and community resilience; sharing the benefits of growth and regeneration and supporting people into employment. The Corporate plan requires the principles of equalities and valuing diversity to be mainstreamed into all council processes.

How we have we assessed the equalities impact of our budget saving proposals

11. Barnet operates a transparent business planning and decision-making process which reflects Theme Committee commissioning priorities. Each theme committee has been set recurring annual savings targets to bridge a total estimated budget gap of £40.7million by 2020, whilst continuing to deliver services which reflect evidence of need and corporate plan priorities. At their October/November meetings Theme Committees have endorsed the potential savings for the budget for 2018/19 and analysed their equalities impact.

The demographic evidence we used and what it shows

12. The CEIA uses evidence on demographic change in the borough taken from the recent update of the Joint Strategic Needs Assessment. This is based on 2011 census and updated through GLA. Evidence about service users and their needs, consultation feedback and the individual EIAs carried out for the budget savings proposals. It also considers feedback from both the general

budget consultation and any specific consultation exercise undertaken for the 2018/19 proposals, together with previous years assessments.

13. The JSNA data highlights continuing and increasing pressure and demand for council services especially for children and older people, as the borough continues to grow, change and become increasingly diverse in race, ethnicity and religion due to natural growth, regeneration and migration.

Key Facts (2017 data refresh)

- The most recent population projections estimate the total Barnet population to be 389,400 at the end of 2017.
- Barnet is the largest borough in London by population and is continuing to grow. The highest rates of population growth are forecast to occur around the planned development works in the west of the Borough, with over 121% growth in Golders Green and 115% in Colindale between 2017 and 2032.
- The borough's overall population is projected to increase by approximately 19% between 2017 and 2032, taking the number of residents to 462,300.
- The over-65 population is forecast to grow three times faster than the overall population between 2017 and 2032. The number of people aged 65 and over is projected to increase by 47% by 2032, close to three times the growth in the 0-15 and 16-64 age groups.
- East Barnet, Finchley Church End, Garden Suburb and High Barnet are projected to experience higher levels of growth in the proportion of the population aged 65 and over, as the number of residents aged 65 and over will grow between 2017–2032 to account for over a quarter (25%) of each total ward population.
- The life expectancy of individuals living in the most deprived areas of the borough are on average 7.3 years less for men and 5.0 years less for women. By ward, Burnt Oak has the lowest average life expectancy from birth, at 79.2 years. It also has the lowest life expectancy from 65 years and over, at 18.2 years, closely followed by Coppets at 18.4 years.
- West of the Borough has the highest concentration of more deprived areas Lowest Super Output Areas (LSOAs)¹, with the highest levels of deprivation in Burnt Oak, Colindale, Childs Hill and West Hendon. The most deprived areas in the borough are situated in the LSOAs which contain Grahame Park and West Hendon estate, in Colindale. These are in the 10% most deprived LSOAs in England and 5% for London
- Barnet is ranked 10th and 2nd out of all London boroughs in relation to 'life-satisfaction' and 'worthwhileness' wellbeing scores in 2014/15; both indicators have increased since 2013/14.

- Driven by regeneration within the Borough, some areas will get younger, bucking the trend of an ageing, bringing different health and wellbeing needs.
 - The Barnet population is projected to become increasingly diverse, as the Black, Asian and Minority ethnic population is projected to increase from 39 to 43% of the total Barnet population between 2017 and 2032. The Borough will become increasingly diverse, driven predominantly by growth within the existing population. One of the key challenges will be meeting the diverse needs of these different and growing communities. Colindale, Burnt Oak and West Hendon have populations that are more than 50% Black, Asian and Minority Ethnic backgrounds. Over 52% of all 0-4 year olds in Barnet are from a Black, Asian or Minority ethnic background in 2017 and this is forecast to continue to increase
 - According to the 2011 census, by religion, Christianity remains the largest faith in Barnet accounting for 41.2% of the total population. The next most common religions are Judaism (15.2%) and Islam (10.3%).
 - Barnet is an attractive place for international migrants, with the Greater London Authority (GLA) estimating net international migration into the borough to have exceeded 51,000 between 2004 and 2015.
14. The evidence shows increasing demand for our services from a large, growing and increasingly diverse proportion of elderly residents – 14.2% of Barnet’s population are over 65, compared to the 13.1% of the population of outer London. Furthermore, Barnet has a higher proportion of people aged 85 and over (3.1%) compared to Outer London (1.8%) and the UK (2.3%). Between 2017 and 2032 the numbers of older people (over 65) in Barnet are predicted to grow at three times the rate of the rest of the population) and they will account for 25% of population in each ward. It is estimated that over 4,000 people in Barnet are living with dementia and even greater numbers of families and friends are adversely impacted by the condition.
 15. The significant increase in older people is due to people ageing better and enjoying longer life expectancy. This means that Adult social care services, are under increased pressure, due to the growing demand for elder care in a climate of unprecedented financial challenge when Government funding will continue to reduce until the end of the decade.
 16. Compared to other boroughs, Barnet has a high proportion of care homes. There are 85 residential and 21 nursing homes in Barnet registered with the Care Quality Commission. In total, these homes provide approximately 2,800 beds for a range of older people and younger people with disabilities.
 17. At the last census (2011), 32,256 Barnet residents classified themselves as carers. On average carers are more likely to report having poor health (5.2%) than non-carers (4.2%), especially among carers who deliver in excess of 50 hours of care per week.
 18. Barnet is now forecast to have the largest number of children of any London borough by 2020. The Council’s vision, set out in the Children and Young People’s Plan, of making Barnet the most family friendly borough by 2020, through a resilience-based approach and giving children the best start in life to

ensure that all children thrive and achieve their potential. In general, children and young people in Barnet generally do well and have:

- Good health outcomes overall
- Access to good and outstanding schools
- Good education performance and high achievement across all key stages of education
- Low rates of offending

19. The CEIA looks at how Barnet is responding through broader organisation and service delivery change, both to deliver integrated and locality based services using a strengths-based assessment method, and through the Customer Access Strategy which outlines a Digital Inclusion Strategy, whereby analysis shows that 80% of residents can access services online.

What the CEIA shows

20. Some of the proposals in the 2018/19 budget consultation are continuing savings and some will save money, or generate income, beyond next year. The savings must be delivered in a way that provides inclusive, integrated, sustainable and value for money services which meet the need in the locality and address issues such as social isolation and economic disadvantage.

21. The CEIA shows that the Budget proposals will result in some positive benefits for Barnet residents and businesses including the protected characteristics. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the equality impact analysis for individual proposals show fewer negative impacts and more positive and neutral impacts.

Equality Impacts by Theme Committee

22. Appendix One attaches a summary table highlighting the EIAs which support the individual Budget proposals for 2018/19 and their equalities impact by Theme Committee.

Adults and Safeguarding Committee

23. The Adults and Safeguarding Committee (ASC) oversee social care services for adults with a learning disability, mental health needs, physical disability or sensory impairment, older people and their carers. The Committee's savings target for 2018/19 is £2.98 million.

24. There are plans in place to deliver these savings; however, there are significant cost pressures on the adult social care budget and new demand will mean the pressure is ongoing. Social care precept funding helps to manage the risk that some of these savings may not be delivered, as well as helping to deliver services which meet the care needs of the most vulnerable. The Corporate Plan outlines the following priorities for this Committee:

- Implementing strength-based best practice
- Integrating local health and social care
- Needs-based prevention and support
- Improving leisure facilities and physical activity

- Health and Wellbeing

25. The CEIA for 18/19 Budget proposals shows that ASC expect to deliver these savings through 12 Savings proposals, 11 of which are continuing savings. Those EIAs have been previously published and the details are included in the Theme Committee savings spreadsheets. Of these, 10 EIAs are showing positive impact for Your Choice Barnet, Supporting people in the community, Carers Intervention Dementia, Independence of Young people, Moreton Close extra care housing, Assistive Technology, Mental Health Step Down to enable people with mental health conditions to live in the community, support for working age adults, Personal Assistants and older adults Disabilities Facility grant. Changes in 3rd party spend and Better Care Fund are not anticipated to have an equalities impact.

Assets Regeneration and Growth

26. This Committee is showing £2.355m savings from two proposals. Increased Council Tax base as the Borough continues to grow is showing no equalities impact and savings from the council's accommodation strategy which will support the locality strategy and the move of council office accommodation to Colindale with changes in working patterns which are expected to have positive impacts for staff and residents. The Corporate Plan outlines the following priorities for this Committee:

- Regenerating Brent Cross Cricklewood
- Increasing the housing supply, including in Colindale
- Helping people into work
- Investing in key Town Centres and making Barnet the best place in London to be a small business

Children, Education, Libraries and Safeguarding Committee (CELS)

27. The remit of this Committee includes: education services, support to children with disabilities, Looked After Children (LAC), children in need, family and youth support and libraries. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life. The Corporate Plan outlines the following priorities for this Committee:

- Children's Services Improvement Plan Delivering the family-friendly Barnet vision
- Tackling gang activity
- Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally
- Delivering a 21st Century library service

28. The Committee's savings target is £2.692 million for 2018/19. Cost pressures include the Impact of Unaccompanied Asylum Seeking Children and implementation of Children and Social Work Bill April 2017 to improve support for looked after children especially those leaving care.

29. The CELS saving template indicates nine savings proposals of which seven are continuing. There are two new savings proposals for Youth Service redesign and Adoption which will require equalities impact analysis prior to decision making and implementation of any changes. At present Children's are showing no new additional negative impacts because of their savings proposals. They have not produced individual EIAs for their proposals and have considered the EIA for Children's and Young People plan showing minimum positive impact, and the LAC placement published last year and early years EIA both show positive impacts. The Libraries EIA, continues to show minimum negative impact for young people under 16, pregnant women and people with disabilities during unsupervised hours of opening and toilet closure during that time. This will continue to be monitored as the proposals are implemented.

Environment Committee

30. The Committee's remit serves every household and business in Barnet through universal services including waste collection, recycling and waste disposal, parks and green spaces, highways maintenance, traffic management, parking, street cleansing, and environmental health, trading standards, air quality and environmental enforcement. The Corporate Plan outlines the following priorities for this Committee:

- Modernising environmental services
- Developing highways improvements
- Delivering transport improvements
- Investing in parks and open spaces for a greener borough
- Delivering efficient regulatory services

31. The Committee's savings target of £1.915million has already been agreed for 2018/19. The council is looking to increase the use of capital funding to invest in the long-term upkeep of our highways infrastructure and support development of our green spaces and to reduce the revenue expenditure and deliver a more efficient way of managing our long-term assets. Different ways to deliver Street Scene services are under review including how we carry out street cleansing. This will introduce new technology to improve efficiency of street cleansing and reduce the need for our street cleansing neighbourhood services. We have taken action to increase monitoring and enforcement of littering, fly tipping and other offences and by increasing the number of people cleaning neighbourhoods as part of the community payback scheme. Street Scene are developing their proposals through strategic consultation on parks and open spaces, waste and recycling strategies and different ways to deliver our services, each of which will include an Equalities Impact Assessment prior to implementation.

31. Environment are showing 12 proposals and the equalities impact of these are outlined at Appendix One. None of the assessments are currently showing a negative impact but Street Scene service redesign EIA is showing impact not known.

Policy and Resources Committee

The Corporate Plan outlines the following priorities for this Committee:

- Implementing The Way We Work programme
- Continuing to improve Customer Services
- Medium and long term strategic planning

32. This Committee is showing savings of £1.345m from 4 savings proposals. 3 are showing that no Equalities Impact Assessment is required; review of 3rd party spend; adjustments to financial arrangements for borrowing costs; and concessionary fares which will have no impact on service users. The Customer Access strategy is showing a positive equalities impact.

33. The council is implementing The Way We Work programme to develop a flexible and empowered workforce to meet the needs of our customers and improve customer access at locality hubs. To improve our customer services, we are moving to a digital by default approach with the aim that 80% of contact with the council will be through online channels by 2020, whilst retaining support for those who need it.

General Budget Consultation 2018/19

34. The CEIA has taken into account the public consultation of 2018/19 budget proposals which ran from 6 December 2017 to 14 January 2018. The full consultation report together with an Executive summary report is set out at Appendix H to this paper. These show:

- A total of 597 questionnaires have been completed of which:
 - 489 questionnaires were completed by the Citizens' Panel. The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information can be found in the Budget Report at Chart 2: Citizens' Panel Sample profile – key demographics
 - 108 questionnaires were completed by the public. However, due to the low completion rate of the diversity monitoring questions to the public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it is of the borough's population. More information can be found in the Budget Report at Chart 1: Public Consultation Sample profile – key demographics

The 2018/19 general budget consultation sought views from Citizen's Panel and public on:

i) The council's proposal to apply a 3% social care precept to Council Tax next year

The majority of Citizens' Panel members (63%) and the public respondents (57%, 61 out of 108 respondents) **support** the proposal to apply a further 3% social care precept in 2018/19.

The most frequently mentioned reasons why respondents **oppose** the proposal to apply a further 3% social care precept increase in 2018/19 was around **affordability**, with living costs going up and wages not increasing; there was also a reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but they were concerned about the burden it would put on **low income families**.

The analysis of the Citizens' Panel shows some differences by demographic sub-groups as follows:

- Respondents aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith or of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Residents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

ii) **Proposals for closing the remaining budget gap of £6.7 million by 2020**

Citizens' Panel and respondents from the public consultation were asked to indicate support or opposition to the following three proposals for closing the remaining budget gap of £6.7million by 2020 and to rank to rank each proposal in order of their preference:

- The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19
- The council should reduce the level of investment in infrastructure in 2018/19
- The council should find further savings within the Theme Committees in 2019/20

The consultation was live prior to the Local Government Settlement on 15 December 2017, which enabled councils to increase general Council Tax by up to 2.99%.

Both the Citizens' Panel and respondents from the public consultation gave two options equal support. These were to: 'raising general Council Tax by up to 1.99% in 2018/2019', and 'find further savings within the Theme Committees in 2019/2020'. Just over half of both samples (53%) supported these two options.

However, the Citizens' Panel were less likely to indicate they opposed raising Council Tax (29%) compared to the general public consultation (39%), and conversely the panel were more likely to say they 'neither support or oppose' (16%) compared to the general public (4%).

A further 3 % of the Citizens Panel and the public consultation respondents indicated they 'don't know/not sure'

In terms of 'making further savings within Theme Committees in 2019/2020' around a quarter opposed this option (Citizens' Panel 24%, and the general public consultation 28%). The remainder indicated they 'neither support or oppose (Citizens' Panel 18%, and the general public consultation 14%) or they 'don't know or were not sure' (Citizens' Panel 6%, and the general public consultation 5%).

Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'. The panel was slightly more likely to oppose this option compared to respondents from the general public consultation:

Only 23% of the panel supported this option, with the majority opposing it (61%).

Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option and the remainder indicated they were either neutral (13%) or indicated they 'don't know /not sure'.

Analysis of demographic sub-groups on who are more likely to support or oppose raising the general Council Tax by up to 1.99%.

- Respondents who are owner occupiers or have a Jewish faith are **more likely to support** the option of raising the general Council Tax by up to 1.99% in 2018/19.
- Residents from Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Residents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.
- Male respondents are **less likely to oppose** raising general Council Tax by up to 1.99%.

Analysis of demographic sub-groups on who are more likely to support or oppose finding further savings within the Theme Committees

- Respondents who are female or Asian ethnicity are **more likely to support** and **less likely to oppose** finding further savings within the Theme Committees in 2020.
- Residents who are of Christian faith are **less likely to support** finding further savings within the Theme Committees.

- Respondents who are male, aged 35 -44 or aged 45 -54 are **less likely to support** and **more likely to oppose** finding further savings within the Theme Committees.
- Residents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Resident who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

Analysis of demographic sub-groups on who are more likely to support or oppose reducing the level of investment in infrastructure

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Residents in Chipping Barnet constituency are **less likely to support** and **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Residents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

iii) Overall budget and savings for 2018/19

The Citizens' Panel were not asked questions on the overall budget and savings proposals for 2018/19. The consultation findings are therefore from the 108 public consultations only. Due to the low completion rate of the diversity monitoring questions to the public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it is of the borough's population.

iv) Theme Committee Savings Proposals 2018/19

The Citizens' Panel were not asked questions on the overall budget and savings proposals for 2018/19. The consultation findings are therefore from the 108 public consultations only. Due to the low completion rate of the diversity monitoring questions to the public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it is of the borough's population.

MTFS Proposals 2019/20

35. For proposed savings planned up to 2019/20 services are required to undertake preliminary analysis of the equalities impacts of their proposals and to review these at the relevant stages of decision making in Theme Committee and Policy and Resources Committee.

Options to balance the MTFS

36. As outlined at paragraphs 33 and 34 above, the Budget consultation included 3 options to bridge the £6.7m gap in MTFs savings required by 2020. The 3 options have been briefly assessed for equality impact and further work will be undertaken once decisions are made and before any option is implemented.

i) Increase in General Council Tax

Although an increase of 1.99% in general council tax will affect every household in the borough it is anticipated that there may be a disproportionate impact on those on low and fixed income.

Each year the council aims to set a fair level of council tax as part of the balance between supporting people who are more frequent users of local services, or who require more targeted support, and local taxpayers more generally.

While the cost of living has gone up year on year since 2010, residents' Council Tax bills did not increase between 2010/11 and 2016/17. Council Tax was frozen, from 2010/11 to 2013/14 and it was cut by 1% in 2014/15 and frozen in 2015/16. In 2016/17 the Council applied a 1.7% social care precept council tax increase to spend exclusively on adult social care, including care for the elderly following national government introduction of the Social Care Precept which allowed councils to increase their council tax by up to 2%.

The 2015/16 budget included a reduction in the level of Council Tax Support to 80%. This was initially assessed as having a minimum negative impact and it has been monitored throughout the implementation of this decision. In 2016, Care for London indicated that in the UK, Council Tax accounted for a larger proportion of income for those less well off. Taking into account increases in the cost of living, the Government decision to freeze most in and out of work benefits for the 4-year period 16/17 to 19/20, and the mitigations to make more widely available discretionary grants and funds in the event of hardship and encouraging people into work, we are satisfied that the any impact of an increase in Council Tax is likely to remain at minimum negative impact for recipients and this will continue to be monitored.

ii) Reductions in Capital Programme

The impact of specific savings from any reductions in capital programme will be considered and brought to the attention of decision makers.

iii) Additional Theme Committee Savings from 2019/20

Any further savings identified by Theme Committees will be assessed and brought to the attention of decision makers once decisions are made and before any option is implemented.

The Bigger Picture

37. As in previous years the CEIA recognises that protected characteristics cannot be viewed in isolation from broader socio-economic trends which can bring additional sources of disadvantage. Latest figures from Joseph Rowntree report, UK Poverty 2017, and Trust for London indicate that:

- Approximately 20 % of UK population, 14 million people, live in poverty in the UK – many of whom have problem debt. This is made up of eight million working-age adults, four million children and 1.9 million pensioners.
- Poverty among children and pensioners has risen in the last few years. 30% of children and 16% of pensioners now live in poverty.
- 30% of people living in a family with a disabled member live in poverty, compared to 19% of those who do not.
- One in eight workers in the UK live in poverty – 3.7 million
- 25% of employed residents in Barnet are low-paid.
- 47% of UK working-age adults on low incomes spend more than a third of their income (including Housing Benefit) on housing costs. More than a third of working-age adults receiving Housing Benefit now have to top it up out of their other income to cover their rent¹.
- Nearly a quarter of adults in the poorest fifth of the population experience depression or anxiety.
- More than one in 10 working-age adults in the poorest two fifths, and around one in six pensioners in the poorest fifth, are socially isolated.
- 70% of people in work are not contributing to a pension.
- A reducing number of the working-age population are buying their own home and this may mean that in future more older people are likely to rent and have higher housing costs in retirement.
- CACI data 2017 shows that 23% of households in Barnet are living in poverty.

38. The CEIA underlines that, as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups.

39. The CEIA also takes account of state Pension increase of 3.0% in April 2018 and increases in pension credit which is a useful source of support to older residents. Most other Government benefits have been frozen for 4-year period 16/17 to 19/20 including in and out of work benefit which will impact on those on low income.

40. Benefit reform through Universal Credit was introduced in 2013 to replace six means-tested benefits and tax credits: income based Jobseeker's Allowance, Housing Benefit, Working Tax Credit, Child Tax Credit, income based Employment and Support Allowance, and Income Support. Implementation so far has been limited to new single claimants. Further roll out in L B Barnet to all new claimants of Universal Credit Full Service is now expected to be implemented from May 2018.

Building a Stronger Britain Together

41. The links between social and economic disadvantage, community resilience and cohesion continue to be tracked and taken into account in the CEIA. Barnet's approach is to address this in an integrated manner to service provision and to strengthen community resilience and cohesion through community participation and engagement. The Casey Review, published in December 2016, highlighted the links between social and economic disadvantage and the protected characteristics, and the need to address these in an integrated manner to strengthen community resilience and cohesion. The council is working with the Home office to secure

funding through Building a Stronger Britain Together, to explore improving community collaboration and cohesion by addressing socio-economic disadvantage which impact particularly on some communities in the UK, including Muslim women and children.

Findings in previous years

42. In previous years the CEIA has shown some negative impacts for protected characteristics on grounds of youth and age, ethnic origin, religion and belief, gender, lone parents, mental health and people with learning disabilities. Last year showed negative impacts for better off older residents, ethnic minorities, and people with mental health issues because of a changed service delivery model. The Libraries project was showing minimum negative impact for young people, pregnant women and people with disabilities due to non supervised hours of opening and access to toilet facilities.

Mitigations

43. The CEIA underlines that, as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups since 2013 Barnet's key mitigation to address fairness and reduce any avoidable negative impact on any of the protected characteristics has been to adopt a strategic and inclusive approach based on equal life chances for all to enable everyone to achieve and share the benefits of growth and everyone has the opportunity to be involved in keeping Barnet a great place to live, work, and study. The CEIA acknowledges that the move towards strengths based assessment which promote independence and integrated health social care employment and education services (see JSNA) will lead to the continuing development of different ways to deliver our services in borough services for example, integrated adult health and social care services, education, family services, and different ways of working with a different skill set for front line staff to ensure they have the skills acknowledge understand and respond to the diversity of need.

Key mitigations include:

- An inclusive, evidence based and planned approach to service delivery in the Borough through the Corporate plan and Strategic Equalities Objective. See detail and update at Appendix Three to this report.
- Working with all our Voluntary Charity and Faith communities through Council and VCF Forums, our infrastructure partners and Barnet Multi Faith Forum.
- Promoting the benefits of work and encouraging people to remain and return to work especially longer term unemployed.
- Supporting people into employment is a priority for the council and has resulted in such initiatives as the Welfare Reform Task Force, which has brought together the council's housing officers, Jobcentre staff and health advisers into a single team to work with those impacted by Welfare Reform. This integrated team has engaged with 96% of residents affected by the Benefit Cap and helped over a third of them into work.

- Barnet is also working with the Greater London Authority and other London Boroughs in the West London Alliance to lead on the London devolution deal on skills to develop a strategic vision for skills needed in the capital and to ensure that young people (and other residents from 16) have access to training opportunities.
- The CEIA also takes account of state Pension increase of 3.0% in April 2018 and increases in pension credit which are a useful source of support to older residents.
- Mitigations for any negative impacts from the individual proposals are also outlined in the relevant EIAs.

Summary

44. Each year, as theme committees work more strategically, in an inclusive and holistic manner to deliver Corporate Plan priorities, the CEIA shows more neutral /positive impacts than negative impacts. This is due to the approach outlined in the Corporate Plan including service delivery through locality hubs and teams, a strength based approach to service delivery and the involvement of the rich diversity of Barnet's communities in service design and delivery. The CEIA shows that the savings proposals for 2018/18 have no new negative for the protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage/civil partnership
- Pregnancy and maternity
- Race and ethnicity
- Religion or belief
- Sex
- Sexual orientation.

However, the following minimum negative impacts have been noted:

- Continuing minimum negative impact from Library services (as outlined at paragraph 29 -minimum negative impact for young people under 16, pregnant women and people with disabilities during unsupervised hours of opening and toilet closure during that time. This will continue to be monitored as the proposals are implemented.
- Broader socio-economic trends indicate a continuing minimum negative impact for disadvantaged groups in low pay, including some of the protected characteristics.
- Government policy has resulted in people on in work and out of work benefits seeing those benefits frozen for four years until 2020.
- The impact of any increase in Council Tax increase is likely to impact disproportionately on those with low income, those in debt and those in receipt of council tax benefit including lone parents.

45. The CEIA underlines that, as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected

characteristics and other vulnerable groups. The Council is satisfied that this CEIA demonstrates how we have paid due regard to equalities, analysed the individual and cumulative impacts of our proposals, taking account of any negative impact from previous years and making every effort to avoid, minimise and mitigate any negative impacts wherever possible (as outlined in the individual EIAs). However, given the scale of savings the council is obliged to make, change is inevitable.

Looking Forward

46. Barnet is set to continue to be a successful and thriving borough protecting the things that residents love about the borough, such as good schools, our parks and open spaces. There are significant opportunities for residents and businesses, as we grow and retain a strong focus on investment in infrastructure and a responsible approach to regeneration. However, Council budgets will continue to face further reductions, and, with pressure on services continuing to increase due to a growing population and changing demographics, we must address a £40 million budget gap by 2020, when demand for our services will have doubled and our spending power will almost have halved compared to 2010. As Budget proposals are implemented, they will be kept under review and further equalities analysis will be undertaken and individual EIAs updated as proposals develop.

The Future

47. The council will publish this report and bring it to the attention of our Strategic Partners. As we continue to transform and make hard choices, we will ensure that equalities are mainstreamed in to all core business processes and programmes. We will promote equalities and good relations between our different communities to deliver the following outcomes for the Borough:

- Successful Places
- Great Outcomes
- Quality services
- Resilient Communities

Appendix 1 to Cumulative Equalities Impact 2018/19

Summary Table of Equality Impacts of Theme Committee Savings for 2018/19

Theme Committee savings templates giving detail of the proposed approach by Theme Committee for 2018/19 and 2019/20 were submitted to Barnet Council Policy and Resources Committee on 5th December 2018. The templates can be found at pages 107 – 123 of the Business Planning paper at the following link

[https://barnet.moderngov.co.uk/documents/g8739/Public%20reports%20pack%2005th-Dec-](https://barnet.moderngov.co.uk/documents/g8739/Public%20reports%20pack%2005th-Dec-2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10)

2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10. Excerpts from the templates are given below to show preliminary EIA analysis and publication details where full EIAs have been developed to support proposals:

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	E1 3 rd Party Spend	No EIA required				X
	E3 Transformation of Your Choice Barnet	Initial equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. The EIA has been reviewed and the impact remains unchanged. The EIA will be kept under review as proposals develop http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf	X		X	

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	I1 Better Care Fund	No EIA required			X	X
	R1 Supporting people in the community	EIA/s for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral. This will be reviewed and updated if required prior to implementation of future savings. Cases will be assessed & reviewed on a case by case basis. EIA included with last year's CEIA	X		X	
	R2 Carers intervention	Positive. The impact of this service is positive and expands support for carers in Barnet and should result in more adults with dementia to remain in their own homes. Feedback from couples going through the programme is positive. The EIA has been revisited and the impact remains positive. EIA included with last year's CEIA	X			
	R3 Extra care Moreton Place	Equalities impact analysis has been undertaken and indicates there is a potential positive impact on service users over 65. The positive impact is highly likely based on outcomes from national ECH research / best practice. EIA included with last year's CEIA	X			

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	R4 Independence of Young people	<p>https://barnet.moderngov.co.uk/documents/s22214/0-25%20Disability%20service.pdf</p> <p>Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users with disabilities.</p> <p>EIA included with last year's CEIA</p>				
	R5 Assistive technology	<p>Initial equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on staff and service users (older people, LD, PD, MH). The EIA has been reviewed and the impact remains positive. This will be kept under review as proposals develop.</p> <p>EIA included with last year's CEIA</p>	X		X	
	R6 Older Adults DFG	EIA included with last year's CEIA	X			
	R7 Personal assistants	<p>EIA for service user impact has been undertaken and is currently showing positive impact on service users (older adults, people with physical disabilities and learning disabilities and people with mental health needs). The EIA has been revisited and the impact remains positive.</p> <p>EIA included with last year's CEIA</p>	X			

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	R8 support for working age adults	Equalities impact assessments for service user impact has been undertaken and shows positive /neutral impact on service users. The EIA has been reviewed and the impact remains positive. EIA included with last year's CEIA	X		X	
	R9 Mental health move to independent accommodation	Impact will be assessed on an individual basis. Should be a positive impact for individuals.	X			
Assets Regeneration and Growth	E1 Accommodation Strategy		X			
	G1 Growth in council tax base	No EIA required				X
Children's, Education and Library Services		No EIA required				
	E1 Contract management	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop.				X

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Children's, Education and Library Services	11 SEN placements	<p>No EIA required</p> <p>Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop.</p>			X	X
	12 Contributing Care	<p>No EIA required</p> <p>Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop.</p>			X	X
	13 School Improvement	<p>No EIA required</p> <p>Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review as the specific proposals develop.</p>			X	X

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Children's, Education and Library Services	S2 Early Years	<p>A full Equalities Impact Assessment was completed as part of the Early Years business case considered by the Children, Education, Libraries & Safeguarding Committee on the 29th October 2014.</p> <p>There may be an equalities impact related to this proposal and this will be kept under review as the specific proposals develop.</p>			X	
	S3 Libraries	Equality Impact Assessment completed. Strategy agreed in April 16 and now in implementation phase.		X		
	S6 Youth Service	There may be an equalities impact related to this proposal. This will be kept under review as the specific proposals develop.			X	
	S7 Education and Skills Delivery Model	<p>An initial Equalities Impact Assessment formed part of the business case considered by CELS on the 15th September 2014.</p> <p>EIA included with last year's CEIA</p>	X			
	S9 Adoption Regionalisation	There may be an equalities impact related to this proposal. This will be kept under review as the specific proposals develop.			X	

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Environment	E2 Parking Services	Equalities Impact Assessment has been completed and indicated that the proposal does not impact on service delivery or council staff. This will be kept under review as the proposals develop further and any updated as necessary.			X	
	E3 Alternative Delivery Model	An initial ADM Equalities Impact Assessment for staff and residents has been completed for March 2017 Environment Committee and is available at: https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590 Any further potential equalities impact will be reviewed as proposals develop, ahead of implementation of the savings. An equalities impact assessment will be carried out if required.			X	
	E4 Street Cleansing	The need for an EIA will be kept under review and carried out if required			X	
	G2 Commercial Waste	An Equality Impact Assessment will be completed for those services which affect residents prior to implementation of savings proposal.			X	X
	G3 Demand management enforcement and education	An Equality Impact Assessment will be completed following the gathering of data from the trial. This will have kept under review as the specific proposals develop.			X	

Appendix Two to Cumulative Equalities Impact 2018/19

Valuing Diversity and meeting our legal obligations under Public Sector Equality Duties obligations

A public authority must, in the exercise of its functions, have due regard to the need to: (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to: (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to: (a) Tackle prejudice, and (b) Promote understanding. Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are: • Age; • Disability; • Gender reassignment; • Pregnancy and maternity; • Race; • Religion or belief; • Sex; and • Sexual orientation.

2. The Cumulative EIA reports the impact of Budget proposals on the nine characteristics protected under the Equality Act 2010 and other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a disability such as a learning disability or a mental health condition, which might mean that our proposals will impact more heavily on them. 3. Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. Equalities duties are on-going duties which should be taken into account before a decision is made. If negative equality impacts resulting from decisions are incurred, then decision makers should consider changing their decisions, after balancing all the factors, including but not limited to equality considerations. It is important that decision makers have regard to the statutory requirements on them and make decisions considering all available material.

Appendix Three to Cumulative Equalities Impact 2018/19

An update on Barnet's Strategic Equality Objective measures

We use the following measures to understand how we are doing against our Strategic Equalities Objective:

- Satisfaction with Barnet remains high and in line with national and London averages - 85% of residents are satisfied with their local area as a place to live. 65% are satisfied with the way things are run in Barnet. (Residents' Perception Survey, Autumn 2017)
- Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough. 76% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration. (Residents' Perception Survey, Autumn 2017) 75% Percentage of residents who report feeling they belong to their neighbourhood 75% agree that Barnet is a family friendly borough.
- Overall there have been some health improvements in Barnet - most notably child health outcomes outperform the London average and death amongst those less than 65 years old from cardiovascular disease continues to fall. However, life expectancy is only slightly increasing with a slight decrease in the gap in life expectancy between the richest and the poorest (JSNA and Public Health England, Segment Tool 2015).
- In Barnet, life expectancy at birth in females (85.0 years) is higher than males (81.9) and overall life expectancy for both male and female population in Barnet is higher than the average for England (male =79.4, female =83.1).
- The average household income data for Barnet is £690 pw which is significantly higher than the London rate of £654.60 pw.
- Average incomes in Barnet are increasing at a higher rate than across both London and Great Britain. (+15.6% in Barnet; +6.7% in London; +8.7% in Great Britain (2012 to 2017).
- However, this growth is driven predominantly by more affluent wards, with wage growth in other areas stagnating and even falling in real terms, resulting in higher income inequality between different areas of the borough.
- CACI Pay check 2017 data suggests that in 2017 around 23.0% of Barnet households are living in poverty; lower than the London figure (27.0%) and higher than the Great Britain (21.0%) rate. In comparison to other London Boroughs, Barnet has the eleventh lowest rate of households living below the poverty threshold.
- Although inequalities do exist across Barnet with some of the most deprived areas of the borough (such as Burnt Oak and Colindale) exhibiting much higher rates of household earning below the poverty threshold (42% and 40% respectively), than other areas of the borough (such as Garden Suburb and Finchley Church End, 14% and 18% respectively).
- The proportion of people claiming out of work benefits has remained static and there has been a steady increase in the number of residents claiming Employment Support Allowance (4.1% of all residents) - a sickness related benefit with fewer people claiming JSA which now accounts for 1.0% of residents in Barnet. 5.9% of Barnet residents claim main out of work benefits

in comparison with a London figure of 7.2%. There have been improvements in employment opportunities for young people and only 3.6% are not in employment education and training. This is well below the London figure of 5.3%.

- All data on income and employment has been sourced from the CACI 2017, NOMIS and Local Government NEET figures.

The Council has continued to develop its approach to equalities and meeting the Public Sector Equality Duty in delivering services and the Council's priorities in a proportionate way which relates to the needs of residents and businesses in the borough. The Council:

- Mainstreams equality considerations into policy, strategy and decision making. Equalities Impact Assessments (EIAs) are key to informing activities across the council. With support from the Council's Equalities and Diversity Lead, officers develop robust EIAs and mitigation plans, which take into consideration the results of consultations (where relevant). These EIAs are provided and published for each theme committee, ensuring that committees have access to the analysis before decisions are made. Management agreements with our delivery units have several commitments and reflect the importance of equalities and how the commissioning plans will be achieved. Performance indicators have been set for each delivery unit to measure progress against these commitments and have been published for each delivery unit.

- Identifies Equality Champions Our Lead Member for Equalities is Cllr Richard Cornelius, Chair of Policy and Resources Committee and Leader of the Council. Our Lead Member for Community Cohesion is Cllr Longstaff, Chairman of the Community Leadership Committee. Our Lead Officer for Equalities and Community Cohesion is Stephen Evans Assistant Chief Executive.

- Promotes inclusion in our approach to consultation and community engagement and participation. Guidance on equalities has been incorporated into our consultation and engagement toolkit, to ensure that consultations are accessible and inclusive to different groups. Barnet is building strong community links and partnerships through our Community Participation Strategy and the Communities Together Network (CTN), which aims to foster excellent community relationships and community spirit. CTN is co-facilitated by Barnet Council and CommUNITY Barnet and brings the voluntary, faith and community sector with public sector partners to share information and build an understanding of what really matters to Barnet's communities. CTN is a strategic forum where the Council and other public sector partners can consult and seek input into some of the major decisions which impact on the borough.

In September 2015 Barnet adopted the Covenant on Faith Action which recognises the faith community as an equal and valued community partner to secure good outcomes for Barnet residents and promote community cohesion and the peaceful co-existence of the borough's diverse community and faith

groups. The process was facilitated by the Barnet Multi Faith Forum (BMFF) and enhances the role of BMFF as a local strategic partner, which has led to greater partnership working in areas such as consultation and engagement.

- Uses evidence and data. Barnet uses demographic information to understand differences in our communities, tailor services to need and work with local people and groups to develop community based services which deliver better outcomes. We use evidence to support the delivery of needs led, appropriate and accessible services which reflect the diversity of need at different stages in people's lives. Demographic information about equalities and community cohesion used in this report is the updated JSNA data which is published

- Makes difficult decisions transparently and fairly. Equalities considerations are embedded into the decisions the council makes and fully integrated into our annual business planning process, with support provided by our Equalities Lead. Changes to policies and services are analysed to assess the potential equalities impacts and risks and mitigate them wherever possible. This information is provided to decision makers within an EIA, which provides decision makers with information on the full impact before a decision is made. In addition to producing EIA for individual budget proposals, the Cumulative EIA explores the cumulative impact of Barnet Council's budget proposals on protected groups within the borough. This is provided and published alongside each year's budget proposals.

- Uses our purchasing power to promote equalities Barnet recognises that it can promote equality and diversity through its supply chain.

This page is intentionally left blank

London Borough of Barnet

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

2018/19

INDEX

	Page
1 INTRODUCTION	
1.1 Background	3
1.2 Reporting requirements	3
1.3 Treasury Management Strategy for 2017/18 to 2019-20.	5
1.4 Training	5
1.5 Treasury management consultants	5
1.6 Purpose	5
1.7 Recommendations	6
1.8 Changes	6
1.9 Additional external borrowing	6
1.10 Investment policy & instruments	6
2 THE CAPITAL PRUDENTIAL INDICATORS 2017/18 - 2019/20	
2.1 Capital expenditure	7
2.2 The Council's borrowing need (the Capital Financing Requirement)	7
3 BORROWING	
3.1 Current portfolio position	9
3.2 Treasury Indicators: limits to borrowing activity	10
3.3 Prospects for interest rates	11
3.4 Borrowing strategy	13
3.5 Policy on borrowing in advance of need	14
3.6 Debt rescheduling	14
3.7 Sources of new borrowing	15
4 ANNUAL INVESTMENT STRATEGY	
4.1 Investment policy	16
4.2 Creditworthiness policy	16
4.3 Country and sector limits	17
4.4 Investment strategy	17
4.5 Investment risk benchmarking	18
4.6 End of year investment report	18
4.7 Icelandic bank investments	18
5 APPENDICES	
5.1 The capital prudential and treasury indicators 2017/18 - 2019/20 and MRP statement	20
5.2 Interest rate forecasts 2016 - 2020	24
5.3 Treasury Management Practice (TMP1) - Credit and Counterparty Risk Management	25
5.4 Approved countries for investments	29
5.5 Treasury management scheme of delegation	30
5.6 The treasury management role of the Chief Finance Officer (Section 151 Officer)	30

1 INTRODUCTION

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate security and liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.2 Reporting requirements

The Council is currently required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters by which investments are to be managed).

A mid-year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.

An annual treasury report – This provides details of actual prudential and treasury indicators and treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. The Performance and Contract Monitoring Committee and Policy and Resources Committee undertake this role.

Capital Strategy

In December 2017, CIPFA issued revised Prudential and Treasury Management Codes. As from 2019-20, all local authorities will be required to prepare an additional report, a Capital Strategy report, which is intended to provide the following: -

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this report is to ensure that all elected members on the full council fully understand the overall strategy, governance procedures and risk appetite entailed by this Strategy.

The Capital Strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

1.3 Treasury Management Strategy for 2018/19

The strategy for 2018/19 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training was provided to members of the Policy and Resources Committee on 13th February 2018. Further training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

1.6 Purpose

The purpose of this Treasury Management Strategy Statement is to seek approval for:

- Treasury Management Strategy for 2018/19;
- Annual Investment Strategy for 2018/19;

- Prudential Indicators for, 2018/19 to 2020/21;
- MRP statement (see Appendix para 5.1.1).

1.7 Recommendations

The main recommended revisions to the Treasury Management Strategy are:

- External Borrowing will be taken initially using temporary borrowing as long-term (50 year) PWLB rates are forecast to remain at or below 3% until June 2019.

1.8 Changes between 2017-18 and 2018-19 TMSS

The Treasury Management Strategy has been updated as follows:

- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updated to reflect the latest forecast for interest rates. Bank rate is expected to remain at 0.5% until March 2019.

1.9 Additional external Borrowing

It is anticipated that external borrowing to finance the 2018-19 and later capital programmes will be required to taken in early to mid 2018.

1.10 Investment Policy and Instruments

The proposed criteria for specified and non-specified investments are shown in section 5.3. Further diversification of financial instruments into more secure / higher yield asset classes will be made in consultation with the Council's investment advisor.

2 THE CAPITAL PRUDENTIAL INDICATORS 2018/19 – 2020/21

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Non-HRA	99,485	176,934	312,598	140,871	24,323
HRA	37,826	50,413	80,312	29,804	19,589
Total	137,311	227,347	392,910	170,675	43,912

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 Council are investigating substantial purchases of residential and commercial properties with funding via finance leases. These are not included above and are expected to be self-financing in that rental income generated and other cost savings will exceed the debt financing costs.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need.

Financing of capital expenditure £'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital receipts	26,435	32,706	84,570	16,581	2,362
Capital grants	29,459	51,572	45,837	50,810	6,990
Capital reserves	20,749	19,320	48,458	21,191	6,057
Revenue	27,769	30,850	37,215	18,427	19,589
Total Financing	104,412	134,448	216,080	107,009	34,998
Net financing need for the year	32,899	92,899	176,830	63,666	8,914

2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and its underlying borrowing need. Any

capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge that broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £16.0m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£'000	2016/17	2017/18	2018/19	2019/20	2020/21
	Actual	Estimate	Estimate	Estimate	Estimate
Capital Financing Requirement					
CFR – non housing	234,415	311,028	458,979	510,919	509,446
CFR – housing	201,614	207,501	225,466	226,166	226,166
Total CFR	436,029	518,529	684,445	737,085	735,612
Movement in CFR	24,102	82,500	165,916	52,640	-1,473

Movement in CFR represented by					
Net financing need for the year (above)	32,899	92,899	176,830	63,666	8,914
Less MRP and other financing movements	-8,797	-10,399	-10,914	-11,026	-10,387
Movement in CFR	24,102	82,500	165,916	52,640	-1,473

3 BORROWING

The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the Council's capital strategy and day-to-day transactional needs. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2017, with forward projections are summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
External Debt					
Debt at 1 April	304,080	304,080	339,580	495,496	548,136
Expected change in Debt	0	35,500	155,916	52,640	-1,462
Other long-term liabilities (OLTL)	16,407	16,034	15,661	15,288	14,915
Expected change in OLTL	-373	-373	-373	-373	-373
Actual gross debt at 31 March	320,114	355,241	510,784	563,051	561,216
The Capital Financing Requirement	436,029	518,529	684,445	737,085	735,612
Under / (over) borrowing	115,915	163,288	173,661	174,034	174,396

Within the prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources. The limits below are based on projected CFR with a reduction of £100 million to reflect retained reserves.

Operational boundary £'000	2017/18 Projected Actuals	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Debt	339,580	568,784	621,797	620,697
Other long term liabilities	16,034	15,661	15,288	14,915
Total	355,614	584,445	637,085	635,612

The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt that, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.

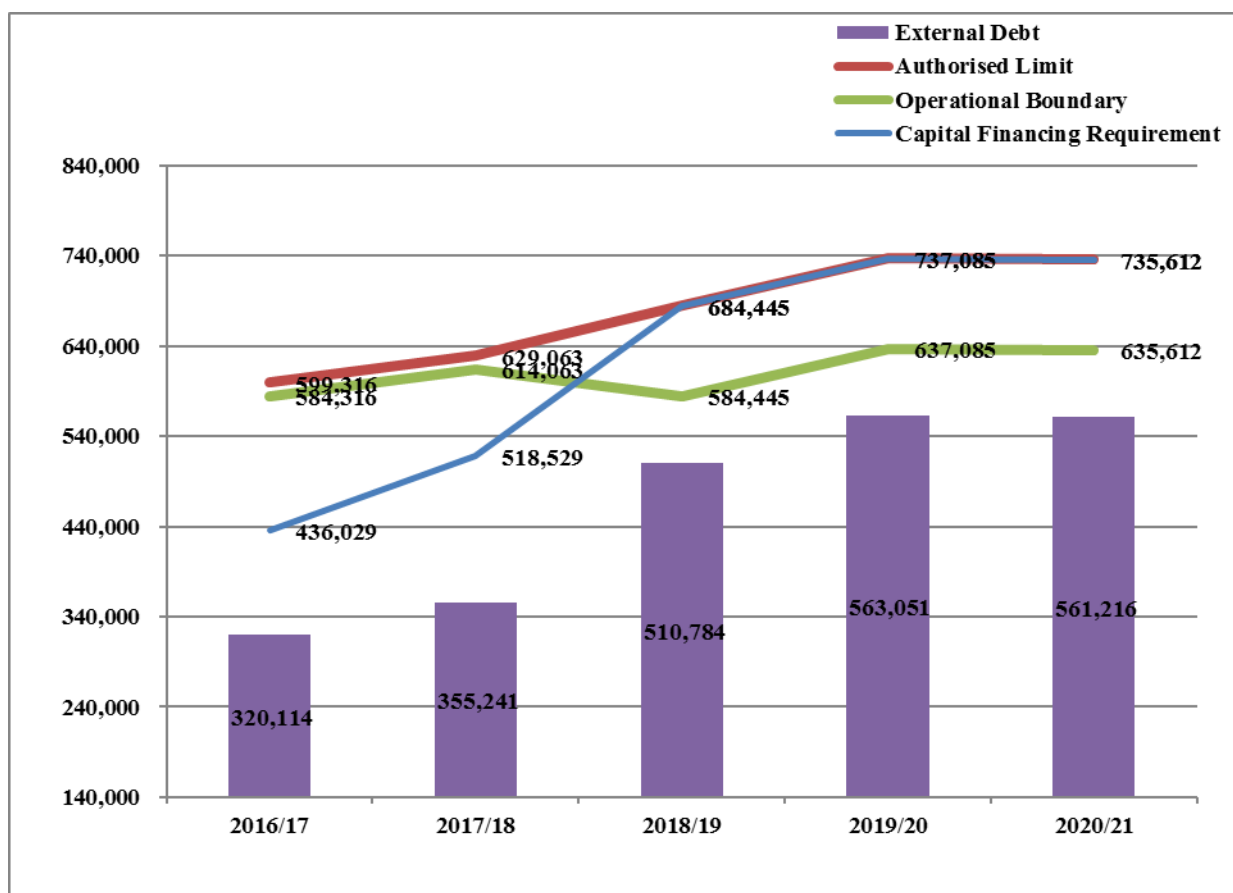
1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £'000	2017/18 Projected Actuals	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Debt	339,580	659,157	712,170	711,070
Other long term liabilities	16,034	25,288	24,915	24,542
Total	355,614	684,445	737,085	735,612

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently shown below:

HRA Debt Limit £'000	2017/18 Projected Actuals	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA debt cap	240,043	240,043	240,043	240,043
HRA CFR	207,501	225,466	226,166	226,166
HRA headroom	32,542	14,577	13,877	13,877

The graph below illustrates the capital and borrowing position over the TMSS period. The authorised and operational limits reflect an expectation that capital expenditure levels will be below these envisaged in the plans above.



3.3 Prospects for interest rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The table in appendix 5.2 provides Link’s central view.

The Monetary Policy Committee (MPC) delivered a 0.25% increase in Bank Rate at its meeting on 2 November. This removed the emergency cut in August 2016 after the EU referendum. The MPC also gave forward guidance that they expected to increase the Bank rate only twice more by 0.25% by 2020 to end at 1.00%. The Link Asset Services forecast takes into account recent suggestions of rates increasing sooner and includes increases in the Bank Rate of 0.25% in 2018, 2019 and 2020 bringing the end 2020 rate to 1.25%.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. It has long been expected, that at some point, there would be a more protracted move from bonds to equities after a historic long-term trend, over about the last 25 years, of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial Quantitative Easing, added further impetus to this downward trend in bond yields and rising bond prices. Quantitative Easing has also directly led to a rise in equity values as investors searched for higher returns and took on riskier assets. The sharp rise in bond yields since the US Presidential election in November

2016 has called into question whether the previous trend may go into reverse, especially now the Fed. has taken the lead in reversing monetary policy by starting, in October 2017, a policy of not fully reinvesting proceeds from bonds that it holds when they mature.

Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as stronger economic growth becomes more firmly established. The Fed. has started raising interest rates and this trend is expected to continue during 2018 and 2019. These increases will make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US are likely to exert some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure is likely to be dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

From time to time, gilt yields – and therefore PWLB rates - can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging market developments. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

The overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms of Brexit.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- The Bank of England takes action too quickly over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.
- A resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system.
- Weak capitalisation of some European banks.
- Unstable governments following elections in Germany, Italy and other EU countries.
- A sharp Chinese downturn and its impact on emerging market countries

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer-term PWLB rates include:

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.
- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of Quantitative Easing, which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into affecting bond yields around the world.

Investment and borrowing rates

- Investment returns are likely to remain low during 2018/19 but to be on a gently rising trend over the next few years.
- Borrowing interest rates increased sharply after the result of the general election in June and then again after the September MPC meeting when financial markets reacted by accelerating their expectations for the timing of Bank Rate increases. Since then, borrowing rates have eased back again somewhat. Apart from that, there has been little general trend in rates during the current financial year. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;
- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

3.4 Borrowing strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

A key determinant of the timing of borrowing is certainty over the scale and timing of the capital programme. Without this certainty, there is a reluctance to enter into long-term borrowing.

Against this background and the risks within the economic forecast, caution will be adopted with the 2018/19 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*
- *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to the Performance and Contract Management Committee at the next available opportunity.

3.5 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. The above policy permits forward funding of capital expenditure provided that current debt is below CFR (and within approved limits) i.e. reserves and working capital are mitigating borrowing requirements. Any advance funding will not exceed more than 12 months capital expenditure plans.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.6 Debt rescheduling

As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred) together with the life of assets in the capital programme and the expected cost to refinance short term borrowing in future years.

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

The Council has Lender Option Borrower Option debt of £62.5 million due to mature between 2054 and 2076. These loans carry the right of the lenders to change the interest rates and of the Council to repay without cost. The current intention is that should a change in interest rate be proposed, that the Council will exercise the option to repay.

All rescheduling will be reported to the Performance and Contract Management Committee at the earliest meeting following its action.

3.7 Sources of New Borrowing

The benchmark for appraising borrowing opportunities will remain the PWLB due to its transparent pricing, flexibility of terms (available maturities, fixed and variable interest rates and repayment profiles), the speed of funding, the absence of complex documentation and the known cost of early repayment. PWLB rates are offered at a fixed margin over Government gilt yields. Other borrowing avenues that may offer advantages over the PWLB are possible. The main advantage is the opportunity for lower interest rates, but others include forward pricing of loans and inflation linked interest rates. Potential lenders include institutions (via bond issues), insurance companies and the Municipal Bond Agency. When considering borrowing alternatives, all factors including price, contractual terms, flexibility etc, will be evaluated.

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA TM Code"). The Council's investment priorities will be security first, portfolio liquidity second, and then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties that also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to monitor market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 5.3 under the 'specified' and 'non-specified' investments categories.

4.2 Creditworthiness policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections appendix 5.3; and
- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Chief Finance Officer will maintain a counterparty list in compliance with the criteria in appendix 5.3 and will revise the criteria and submit them to Council for approval as necessary.

Credit rating information is supplied by Link Asset Services, our treasury advisors, on all active counterparties. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

A limit of £100 million will be applied to the use of non-specified investments as described in appendix 5.3.

Use of additional information other than credit ratings. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the selection of counterparties relies primarily on the application of credit ratings additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list and the proposed criteria for specified and non-specified investments are shown in Appendix 5.3 for approval.

4.3 Country and sector limits

Due care will be taken to consider the country, group and sector exposure of the Council's investments.

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.4. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition:

- no more than £40 million will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

4.4 Investment strategy

Investment returns expectations.

Bank Rate is forecast to stay flat at 0.50% until quarter 1 2019 and not to rise above 1.25% by quarter 1 2021. Bank Rate forecasts for financial year ends (March) are:

- 2017/18 0.50%
- 2018/19 0.75%
- 2019/20 1.00%
- 2020/21 1.25%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

2017/18	0.40%
2018/19	0.60%
2019/20	0.90%
2020/21	1.25%

The overall balance of risks to these forecasts is currently skewed to the upside and are dependent on how strong GDP growth turns out, how quickly inflation pressures rise and how quickly the Brexit negotiations move forward positively.

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit:

Maximum principal sums invested > 365 days			
£m	2018/19	2019/20	2020/21
Principal sums invested > 365 days	£25m	£25m	£25m

For its cash flow generated balances, the Council will seek to utilise money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest. The previous year limit for longer maturities was £125 million. With cash balances being reduced, those available will mainly support transactional flows.

4.5 Investment risk benchmarking

The Council will use an investment benchmark to assess the investment performance of its investment portfolio of 7 day LIBID.

4.6 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.7 Icelandic bank investments

The Council has no Icelandic bank investments.

5 APPENDICES

1. Prudential and treasury indicators and MRP statement
2. Interest rate forecasts
3. Treasury management practice 1 – credit and counterparty risk management
4. Approved countries for investments
5. Treasury management scheme of delegation
6. The treasury management role of the section 151 officer

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2018/19 – 2020/21 AND MRP STATEMENT

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG regulations have been issued which require the full Council to approve an **MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

Regulatory Method / Existing practice

MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

Asset life method – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

The Council may consider using an MRP holiday if required to match future cashflow arising from capital schemes.

Repayments included in annual PFI or finance leases are applied as MRP.

HRA

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

Loan to Open Door

The Authority is establishing a company that will be provided with loans from the Authority on a commercial basis. The cash advances will be used by the company to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full by 2040, with interest paid. Once funds are returned to the Authority, the returned funds are classed as a capital receipt and are offset against the CFR, which will reduce accordingly. As the funds will be returned in full, there is no

need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application.

The outstanding loan/CFR position will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence.

5.1.2 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework, prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

a. Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

%	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Non-HRA	4.20%	5.23%	5.93%	7.21%	7.36%
HRA	11.75%	12.26%	12.73%	13.97%	13.64%

Both ratios, in particular Non-HRA, increase substantially reflecting the scale of the capital programme and the projected falls in Council taxes and general grants.

b. HRA ratios

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA debt £'000	199,501	205,388	223,353	224,053	224,053
HRA debt cap	240,043	240,043	240,043	240,043	240,043
HRA revenues £'000	64,095	60,677	60,849	57,906	59,413
Multiple of debt to revenues	3.1	3.4	3.7	3.9	3.8

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA debt £'000	199,501	208,963	222,433	223,133	223,133
Number of HRA dwellings	9,847	9,745	9,453	9,177	8,969
Debt per dwelling £	20,260	21,443	23,530	24,314	24,878

5.1.4 Treasury indicators for debt

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2018/19	2019/20	2020/21
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	30%	30%	30%
30%			
	Current	Lower	Upper
Under 12 months	21%	0%	50%
12 months to 2 years	0%	0%	50%
2 years to 5 years	0%	0%	75%
5 years to 10 years	7%	0%	75%
10 years to 25 years	59%	0%	75%
25 years to 50 years	13%	0%	100%
Maturity structure of variable interest rate borrowing 2018/19			
	Lower	Upper	
Under 12 months	0%	50%	
12 months to 2 years	0%	50%	
2 years to 5 years	0%	75%	
5 years to 10 years	0%	75%	
10 years to 25 years	0%	75%	
25 years to 50 years	0%	100%	

The above table is based on those loans with borrower options (LOBO's) being treated as repayable at the next date the lender can alter the interest rate (and the Council can opt to repay). If these loans were shown as maturing at the contractual maturity date, the proportion maturing within 12 months would be nil and the proportion over 25 years would be 34%

5.2 INTEREST RATE FORECASTS 2017 – 2021

Link Asset Services Interest Rate View													
	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%
3 Month LIBID	0.40%	0.40%	0.40%	0.60%	0.60%	0.60%	0.70%	0.90%	0.90%	1.00%	1.20%	1.20%	1.20%
6 Month LIBID	0.50%	0.50%	0.60%	0.80%	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%
12 Month LIBID	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.10%	1.30%	1.30%	1.40%	1.50%	1.50%	1.60%
5yr PWLB Rate	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
10yr PWLB Rate	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
25yr PWLB Rate	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%
Bank Rate													
Link Asset Services	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%
Capital Economics	0.50%	0.75%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	2.00%	2.00%	2.25%	2.25%	-
5yr PWLB Rate													
Link Asset Services	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
Capital Economics	1.70%	1.90%	2.10%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.65%	2.65%	2.90%	-
10yr PWLB Rate													
Link Asset Services	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
Capital Economics	2.20%	2.40%	2.60%	2.80%	2.80%	2.80%	2.80%	2.80%	2.80%	3.05%	3.05%	3.30%	-
25yr PWLB Rate													
Link Asset Services	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
Capital Economics	2.60%	2.90%	3.10%	3.30%	3.30%	3.30%	3.35%	3.35%	3.35%	3.60%	3.60%	3.80%	-
50yr PWLB Rate													
Link Asset Services	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%

5.3 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT OPTION 2

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 23 March 2003 and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual investment strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments that would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society), which is defined as having a minimum Short Term rating of F2 (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies .

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria

are a maximum of 365 days (to be classified as specified) and a counterparty limit of £25 million.

The table below provides further details on the counterparties and limits for specified investments.

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	£25 million
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term)	£25 million
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A- Long Term in select countries with a Sovereign Rating of at least AA-	£25 million
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)	£25 million
Deposits	UK	Registered Providers (Former RSLs)	£5m per RP
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	
AAA-rated Money Market Funds	UK/Ireland/	CNAV MMF's	£25 million
	Luxembourg domiciled	VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	
Other MMF's and CIS	UK/Ireland/	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	£25 million.
	Luxembourg domiciled		

For Non-UK banks, a maximum exposure of £40 million per country (including any non-specified exposures) will apply to limit the risk of over-exposure to any one country.

Non-specified investments –are any other type of investment (i.e. not defined as specified above) although the counterparties can also have investments that meet the definition of specified. The identification of these other investments and the maximum limits to be applied are set out below.

The Council will have a maximum of £100 million invested in non-specified investments.

The table below details the instruments, maximum maturity and monetary limits for non-specified investments.

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	10 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	10 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	

Other Non-Specified investments are permitted subject to the undertaking of a credit assessment by the Council's treasury advisor on a case-by-case basis. These are detailed below:

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£25 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	Barnet Homes Open Door not within TMS
Corporate and debt instruments issued by corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria

In the tables above, the minimum credit rating will be the lowest equivalent long-term rating assigned by Fitch, Moody's and Standard and Poor's. Where the credit ratings is the minimum acceptable, the Council will consider rating sentiment and market sentiment e.g. the pricing of credit default swaps.

The monitoring of investment counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Chief Financial Officer and if required new counterparties which meet the criteria

will be added to the list. 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
- Hong Kong
- U.S.A.

AA

- Abu Dhabi (UAE)
- France
- U.K.

This page is correct as at 15 January 2018.

5.5 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Policy and Resources Committee

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Performance and Contract Monitoring Committee

- receiving and reviewing regular monitoring reports and acting on recommendations.

(iv) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

5.6 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

Reserves and balances policy**Background**

Reserves and balances help councils cope with unpredictable financial pressures and plan for their future spending commitments. The level, purpose and planned use of reserves are important considerations for the Chief Finance Officer (CFO) and elected members to consider when developing the medium-term financial strategy and setting annual budgets.

This policy sets out the Council's approach to reserves and balances. The policy has regard to the Local Authority Accounting Panel (LAAP) Bulletin 99 'Local Authority Reserves and Balances' published by the Chartered Institute of Public Finance Accountants (CIPFA) in July 2014.

In reviewing medium-term financial plans and preparing annual budgets, the Council will consider the establishment and maintenance of reserves for both the general fund and the housing revenue account. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the CFO.

Reserves are analysed into two categories: usable and unusable.

Types of usable reserve

The Council will maintain the following usable reserves:

- General reserve (sometimes known as general fund balance): to manage the impact of uneven cash flows and unexpected events or emergencies. The level of general reserve to be held is not specified, however the council uses a guide of 5% of annual net revenue expenditure;
- Specific reserves: sums set aside to meet known or predicted specific requirements. These reserves may be 'ring fenced' by statute and can only be used for their designated purpose.

Specific reserves will be maintained as follows:

- Reserves used to balance the medium term financial strategy (MTFS): one off monies factored as income in the MTFS to balance the budget;
- Transformation reserve: to fund the transformation programme to change, protect and improve Council services;
- Service development reserve: to enable the Council to respond to the most urgent corporate priorities;
- Infrastructure reserve: to fund infrastructure necessary to enable development across the borough;
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;
- Schools reserve: balances in respect of delegated school budgets;

- Service reserves: funds set aside for specific purposes in respect of individual Council services; and
- Capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council can also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices.

'Unusable' reserves are not resource-backed and therefore cannot be used, these are:

Revaluation Reserves

- Revaluation Reserve - records unrealised gains in the value of property, plant and equipment.
- Available-for-Sale Financial Instruments Reserve – records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets.

Adjustment Accounts

- Pensions Reserve – reconciles the payments made for the year to various statutory pension schemes in accordance with those schemes' requirements and the net change in the authority's recognised liability.
- Capital Adjustment Account - reconciles the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system.
- Financial Instruments Adjustment Account – reconciles the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund.
- Collection Fund Adjustment Account – this is a specific accounting mechanism used to reconcile the differences arising from the recognition of council tax and non-domestic rates income (England) in the Comprehensive Income and Expenditure Statement to those amounts required to be charged by statute to the General Fund. For example, a credit balance on the Account shows that more tax has been collected on behalf of the authority and the precepting bodies (and central government in England for non-domestic rates income) than an authority is permitted to transfer out of the Collection Fund by 31 March.

Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation.

Principles to assess the adequacy of reserves

The CFO will advise the Council on the adequacy of reserves. In considering the general reserve, the CFO will have regard to the:

- Strategic financial context within which the Council will be operating through the medium-term;
- Overall effectiveness of governance arrangements and the system of internal control;
- Robustness of the financial planning and budget-setting process;

- Effectiveness of the risk management process and the potential impact of risks identified; and
- Effectiveness of the budget monitoring and management process.

Having had regard to these matters, the CFO will advise the Council on the monetary value of the required general reserve.

The Council has considered the Audit Commission's "Striking a Balance" report (December 2012) which outlines the need for elected members to ensure that their council's reserves are appropriate for local circumstances and the risk based considerations to facilitate this. It has also considered the response to this report by CIPFA.

There are a range of safeguards in place that help to prevent the council over-committing itself financially. These include:

- the balanced budget requirement (sections 31A, 42A of the Local Government Finance Act 1992, as amended);
- chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer / proper officer has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Chief Finance Officer to report to all the authority's councillors if there is, or is likely to be, unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Use of reserves

Judgements about, and use of reserves - to what extent they should be used or set aside to meet either specific or unforeseen future liabilities - can only be made locally, they cannot be prescribed nationally. Local decisions should be taken by elected members having regard to clear and full information and advice provided by the CFO.

Uncertainty and risk is increasing but one thing is clear, use of reserves is not a long-term solution for recurring funding.

The use of reserves will be determined by the Policy & Resources Committee and make recommendations to Council informed by the advice of the CFO.

January 2018

This page is intentionally left blank

London Borough of Barnet

Debt Management Policy

Introduction and objectives

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

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

The Council is responsible for the collection of:

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

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

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

The Council's objectives in relation to debt are:

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

Definition of a debtor

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

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

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

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

Core Principles

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

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

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

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

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

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

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

Service Requirements

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

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

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

Provisions

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

Charging Policies

The Council will charge for all services where allowable.

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

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

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

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

Performance Management

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

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

Monitoring and reporting of debt

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

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

*1 DCLG: Department for Communities and Local Government

*2 DWP: Department for Work and Pensions

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

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

Type of Debt	Activity	Target	Responsible Officer
		25% of debt recovered in current year against all debt outstanding 5% of debt written off against all debt outstanding	

Collection and Recovery

Sundry Debt

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

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

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

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

Council Tax and Business Rates

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

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

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

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

Housing Benefit Overpayments

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

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

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

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

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

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

Parking

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

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

https://engage.barnet.gov.uk/development-regulatory-services/parking-policy-consultation/user_uploads/parking-policy-12_08_2014.pdf

Council Members and Staff

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

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

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

Dispute Resolution

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

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

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

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

Enforcement Agents and Enforcement Management

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

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

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

Write off procedures

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

Debts may be regarded as uncollectable where:

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

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

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

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

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

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

Customer Care and Debt Advice

The Council will:

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

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

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

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

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

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

Advice and assistance

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

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

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

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

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

Citizens' Advice Bureau

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

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

Local branches:

New Barnet Citizens Advice Bureau 30 Station Road New Barnet Barnet Hertfordshire Tel: 0844 826 9336 Email: newbarnet@barnetcab.org.uk	Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: www.barnetcab.org.uk
--	---

Money Advice Centres

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

National Debtline

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

Business Debtline

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

Stepchange

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

Review of this policy

The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. This policy will be reviewed annually to allow it to be updated and to take any service improvements or changes into account.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
Strategic risks (19)												
STR004	Future financial pressures and uncertainty	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. lack of new funding for pressures in Adult Social Care and business rates localisation) that affect LBB services could lead to further reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Finance	We have some contingency and reserves in place to mitigate the short term impact. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. However, we also maintain flexibility within existing plans to instigate recruitment freezes in non-front line services whilst long term plans are being put into place. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	20	5	2	Tolerate	Same
STR007	Significant safeguarding incident	If Council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny	Chief Executive	Statutory duty	Children: elements of the Practice Improvement Plan have been implemented, including training. We also have a supervision policy and practice standards, and undertake quality assurance activity. We adhere to Pan London safeguarding procedures and processes, and ensure scrutiny and oversight of safeguarding via assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Children's Services Improvement Board Adults: adherence to the London multi-agency safeguarding adults Policy & Procedures. Training programme. Supervision policy and practice standards. Quality assurance programme in place including case audit, supervision audit, performance monitoring. Assurance reports to SCB Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults committee and HWB annually.	5	3	15	5	3	Treat	Same
STR003	Delivery of transformation programmes	If there are challenges with resource recruitment, changes in market conditions, changes in political decisions, change resistance, poor project management, budgetary management and engagement (staff and residents), this could lead to failure to deliver major transformation programmes, specifically Brent Cross, Mill Hill depot, Colindale office relocation, Adults & Communities ADM, Libraries programme and Social Care Practice Improvement and failure to maintain a balanced budget over the MTFS period resulting in resident dissatisfaction, disruption to services, financial loss, and reputational damage.	Chief Executive	Finance	We have clear leadership in place through our Strategic Directors, and the decision-making process is well understood. Our governance structure is set up to support delivery, with member challenge through Performance and Contract Management Committee and Theme Committees. Our annual finance and business planning processes also support this.	5	3	15	5	2	Treat	Same
STR020 (New)	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage.	Assistant Director, Community & Well-being	Compliance	A joint programme board is in place to drive delivery with escalation routes agreed into the Barnet Partnership senior structures. Timescales have been agreed for development of a confirmed programme plan covering the remedial work, and these are being closely monitored by Capita and LBB. Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. Assurances have been sought in relation to information governance controls within the programme.	5	3	15	1	1	Treat	New

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
STR021 (New)	Delivery of Ofsted Improvement Plan	The Ofsted Improvement Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Strategic Director of Children and Young People	Compliance; Reputational; Staffing and Culture	Delivery of robust action plan to take recommendations forward Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across Council to support improvement (including support services) Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat	New
STR001	Sufficient skilled and experienced resources in the marketplace	If there is a challenging recruitment market that impacts the ability to recruit and retain the right staff with the right skills, and causes a lack of stability of senior management, this could lead to limitations in the competency and capability of the workforce to deliver statutory responsibilities and / or corporate objectives resulting in potential legal challenge, impact on financial targets savings and income, reduced service to residents, reduced residents satisfaction, loss of corporate memory and reputational damage.	Assistant Chief Executive	Compliance	There is a new unified reward package, focused on improving the offer to the market. We are building the Council's reputation externally, and have a tailored recruitment programme in place, as well as a graduate and apprentice programme. Our "The Way We Work" programme includes new offices in Colindale, and we are overall making Barnet a better place to work.	4	3	12	4	2	Treat	Same
STR006	Complexity of partnership working in the Borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage.	Chief Executive	Statutory Duty	We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards.	4	3	12	4	2	Treat	Same
STR011	Impact of change in policies	If there is a change in policies or in priorities across the Council for specific Committees, this would result in increased workload across the council associated with reworking of strategies, impacting on finances and ability to operate within budget	Chief Executive	Business continuity	Decisions are made in accordance with legal advice, and the Council undertakes forward planning at the corporate level. The risk to the budget is controlled by the MTFS and business planning process, and members are fully engaged. A draft budget for 2017/18 is out for public consultation, and has been updated to reflect the Local Government Finance Settlement. Briefings have been sent to all councillors and senior management.	4	3	12	4	3	Tolerate	Same
STR012	Potential Health & Safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health & safety / compliance policies & procedures are not sufficiently developed, tested or adhered to by officers, Members or the Council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage	Chief Executive	Health and safety	H&S policies and processes around managing compliance are in place (available on the intranet), and the five civic buildings are being managed effectively. There are plans to identify gaps for other council stock (though these are not yet implemented). Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these. There is a "split" service, allowing access to additional H&S advice available as required, but alongside Barnet-based staff with H&S knowledge of local issues carrying out monitoring activities (including H&S audits and inspections) as well as a statutory officer in place. We have systems to collect information on incidents, and undertake regular H&S audits and reports to senior officers and Committees.	4	3	12	4	2	Treat	Same

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
STR008	Successful challenge to the decision-making process	If statutory obligations to consult as are not considered as part of the decision making process by any part of the organisation (retained or commissioned) when they are required to be, this may lead to successful legal challenges to the decision-making process resulting in, judicial review of process, which has implications for officers and Members, and could lead to reputational damage	Chief Executive	Statutory Duty	Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions	5	2	10	5	2	Tolerate	Same
STR013	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macroeconomic changes, the Council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage	Chief Executive	Business continuity	The Council undertakes forward planning at the corporate level, as well as business planning. The corporate risk management framework and audit process also control this risk.	5	2	10	5	1	Treat	Same
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around H&S (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach; financial loss, personal injury or death.	Director of Resources	Health and safety	H&S policies and processes for managing compliance in respect of the council's estate and homes are in place; H&S audits and inspections are carried out in accordance with policy; and fire risk assessment (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	2	10	5	1	Treat	Increased
STR010	Potential Fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and neither fit for purpose nor adhered to policies and procedures, this could lead to the Council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage	Section 151 Officer	Finance	The Council observes financial regulations, internal controls and standing orders, and contract procedure rules. There is a counter-fraud framework, including a whistleblowing policy. The Council also has an employee code of conduct, which includes a gifts and hospitality policy, and other HR Policies are in place. There is oversight by the Audit Committee, a dedicated fully qualified independent fraud team (CAFT), and an internal audit team. The CAFT have a risk-based joint work plan (with Internal Audit) and also conduct proactive fraud drives and also the Fraud Awareness Programme and advice. CAFT conduct Fraud Risk Assessments and Data Matching initiatives (such as the National Fraud Initiative) in high fraud risk areas. They are able to respond to referrals of fraud and investigate them through to the appropriate outcome. They work closely with HR where internal fraud also raises disciplinary issues and also are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	3	3	9	3	3	Treat	Same
STR016	Neglecting Corporate Parenting duty	The Council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements, resulting in an increased gap between children in 'care/care leavers' and their peers in the shorter term and poorer outcomes in the longer term.	Strategic Director of Children and Young People	Statutory Duty	A joint motion by Councillors to Full Council in November 2015 resulted in a the Barnet Care Leavers Pledge. The Child in Care council has been refreshed and the advocacy service is active across Family Services. A Children's Services improvement plan is being implemented The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, including through the PEP process. The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners	3	3	9	3	2	Treat	Same

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
STR002	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans / incident response plans, the Council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage	Deputy Chief Executive	Business continuity	The Council has a corporate Business Continuity Strategy and Plan, and we maintain a network of business continuity leads, with quarterly meetings on this subject. We carry out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios.	4	2	8	4	2	Treat	Reduced
STR009	Contract management and clienting of contracts	If commercial and commissioning roles & responsibilities are not clearly defined or understood then this may lead to ineffective contract management & clienting, resulting in delivery of poor level of service or a financial loss/overspend	Chief Executive	Statutory Duty	We have a contract management framework, with policy and procedures in place for commercial and commissioning activity. The Council's Commercial Team oversee this work, with SROs. We undertake contract monitoring, and members have oversight through the Performance and Contract Monitoring Committee and the Audit Committee. Opportunities for improving this work have been highlighted through the CSG contract review.	4	2	8	3	2	Treat	Same
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) exposes IT networks to attacks that seek to compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Director of Resources	Business Continuity	Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades.	4	2	8	4	1	Treat	Same
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) that disrupts IT networks leading to a loss of access to information assets and disruption to council services.	Director of Resources	Business Continuity	Incident management policies in place to improve resilience, and support business continuity, including regular assessment of information assets.	4	2	8	4	1	Treat	Same
STR014	Implementation of Elections reviews	If the recommendations of the Smith Review into Barnet's election processes & procedures are not implemented, this could lead to an inability to deliver elections in compliance with national legislation and statutory guidance - raising the risk of: a successful challenge of election results, the loss of confidence in the electoral function, and ultimately a court ruling to re-run an election (with subsequent financial consequences and reputational damage)	Chief Executive as the Returning Officer	Statutory Duty	The recommendations of the Heath review were implemented (May/June 2016). The wider electoral services review independent Smith review was completed in November and presented at the November General Functions Committee. In summary, Dr Smith's review found that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance. Dr Smith's report proposed 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations were all accepted by the Council and the Returning Officer and initial responses were presented with further work for full implementation of the review's recommendations within 2017.	3	2	6	3	2	Treat	Reduced

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
High level service risks												
Adults, Communities and Health (6)												
AC002	Failure of care provider	A care provider could suddenly be unable to deliver services, due to: - provider going into administration - failure of regulatory inspection relating to quality of service - care provider chooses not to deliver services - HS&E breach leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences, breach of statutory duty,	Head of Integrated Care Quality	Business continuity	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	4	3	Treat	Same
AC003	Unacceptable level of quality services provided by care providers	Unacceptable levels of quality of services provided by care provider could lead to additional dedicated Barnet resource needing to be put in place to address the situation, resulting in reduced ability to manage BAU, financial consequences. If the additional resource is not able to address the underperformance of the care provider, this could also lead to harm to individuals, reputational consequences	Head of Integrated Care Quality	Compliance	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	3	3	Treat	Same
AC027	Implementation of new IT systems	Implementation of a number of new IT systems within Adults and Communities could lead to the risk that systems are not completely understood, remedial work is required to develop complete and accurate configuration, further training is required and processes are delayed or slowed, leading to risk of harm to individuals, lack of compliance with statutory duties, reduced financial control.	Assistant Director, Community & Wellbeing	Business continuity	The Council works closely with delivery partners including Capita and with the corporate IS function to ensure systems are implemented effectively and meet business needs. The Delivery Unit works closely with programme teams to ensure the scope of work is clear and the highest priority items are identified and completed as quickly as possible. Joint programme boards ensure risks and issues are highlighted and escalated to the senior management structures of both organisations. Use is made of assurance mechanisms including internal and external audit and specialist technical assurance commissioned as and when needed. For Barnet/Capita projects, there is a clear escalation line into the Barnet/Capita Partnership, which is tasked with ensuring issues are resolved rapidly and to the long term benefit of the Partnership.	4	4	16	1	1	Treat	New
AC019	Capacity in the provider market	Market conditions could create shortages in both generalist and specialist service provision (such as specialist accommodation or Personal Assistants) which in turn could drive up placement prices and challenge the Council's ability to meet service users' needs in accordance with its strategic objectives or within the desired budget.	Interim AD JCU	Compliance	The Council has developed commissioning strategies and a five year commissioning plan which is updated each year to ensure the market is kept informed about current and future direction. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers.	4	4	16	2	2	Treat	Increased

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
AC001	Increased overspend in 2017/18 to meet statutory duties	Adults & Communities Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director	Compliance	The Council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year. The Joint Strategic Needs Assessment will identify future demand pressures, and the Council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model/ Alternative Delivery Vehicle which focus on reducing demand for services and finding more creative ways to manage complex need.	5	3	15	3	3	Treat	Same
AC004	Surge in demand from NHS	An unpredictable surge in demand from the NHS in situations where there is limited capacity could lead to the DU being unable to meet this demand within the NHS's required timescales. This could result in financial consequences, operational disruption leading to rushed decisions being made that have unintended negative consequences, potentially for individuals that have been discharged, and increased central government scrutiny.	Assistant Director Adult Social Care	Compliance	System-wide resilience money is available on top of BCF and IBCF funding. These are used across a number of activities whether to create extra capacity, increase assessment capability or support new initiatives such as Discharge to Assess. There are monthly meetings between LBB, CCG and NHS Provider Trusts to discuss & manage pressures in the system, and to deliver actions across the system. These include the A&E Delivery Board & Urgent Care Transformation Programme. There are regular calls throughout the week which focus on management of patients who are delayed in hospital.	3	5	15	3	3	Treat	Same
Children and Young People (3)												
FS001	Significant child safeguarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Operational Director, Early Help, Children in Need and Child Protection	Statutory Duty	The Ofsted Action Plan has been developed - building on previous work to strengthen the service. Delivery of the plan is monitored regularly and overseen by a Board. Signs of Safety training is being rolled out as part of the toolkit to implement resilience-based practice across the service and partnership, which supports purposeful practice Supervision and practice standards help to control this risk, as well as quality assurance activity. We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.	4	4	16	4	3	Treat	Reduced
FS023	Delivery of Ofsted Action Plan	The Ofsted Action Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Director of Children's Services	Statutory Duty	Delivery of robust action plan to take recommendations forward. Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across Council to support improvement (including support services) Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat	New
FS019	Relocation of unaccompanied minors	The relocation of unaccompanied minors and increase in UASC could lead to increases in the child in care population, resulting in budgetary pressures	Operational Director - Looked After Children and 0-25	Statutory Duty	Roll-out of Signs of Safety to build resilience in families. Family Group Conferencing service Contingencies in the budget for meeting the target group of UASC	4	4	16	3	2	Tolerate	Increased

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
High level joint risks												
Barnet Group (1)												
TBG009	Ensuring availability of funding for meeting best practise in fire safety	Financial risk due to extended H&S checks following Grenfell Tower Fire. There is a risk of escalating costs associated with requirements to ensure the safety of council tenants and leaseholders and meet the Council's wish to exceed the statutory minimum requirements and deliver best practise in relation to fire safety for council dwellings.	Strategic Lead Housing	Financial	HRA Business Plan has been updated and shown to be able to support £17.5m investment agreed by Housing Committee Oct 2017 Barnet Homes have provided costed and prioritised programme of fire safety improvements and housing committee has agreed to fund category 1 works Working with other London authorities to seek additional HRA flexibilities to meet cost of works Housing Committee has agreed to defer some works until outcome of Govt. Review of fire safety regulations expected Spring 2018.	4	4	16	4	3	Treat	New
Customer Support Group (2)												
CSG26	Inadequate Awareness of LBB staff	Inadequate security controls & governance training for LBB staff could lead to loss of sensitive personal information or breach of data protection resulting in contractual & DPA breaches, breaches of PCI compliance obligations, penalties & compensation	Information Security Manager	Information Governance	Training and awareness of all LBB staff in place Regular briefings and reminders PSN compliance in place and Capita group security standards applied to all projects Council Security forum, PEN tests, PCI tests and PSN compliance assessments in place and reviewed annually Audits completed on processes and controls with good compliance reported	5	3	15	2	2	Treat	Same
CSG38	Income target	As a result of staff turnover and service transformation, the service may fail to develop income quick-wins necessary to meet budget income target, resulting in a shortfall in reaching the income budget figure and a failure to offset the forecasted o/s in the managed budgets	Head of Estates	Finance	The new SIP and structure is fundamental to meeting income targets. the new structure will have increased expertise and capacity to enable enhanced income generation for the council. in the short term the Estates Service has the ability to draw on wider Capita resource if required. There is increased senior management resource and focus on these activities. Plan - CSG is reviewing its case priorities to identify resources who will lead on the quick win initiative programme, this will work in conjunction with the investment model.	3	5	15	1	1	Treat	Same

This page is intentionally left blank

Corporate Plan - 2018/19 Addendum

Introduction from the Leader of the Council

Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

Our Purpose

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

- successful places;
- great outcomes;
- quality services; and
- resilient communities.

Our Corporate Priorities

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority across the council is the Children's Services Improvement Plan, following our inadequate Ofsted inspection. Although this priority is owned by the Children, Education, Libraries and Safeguarding Committee (see Appendix C); all of our Theme Committees are fully committed to the delivery of the Children's Services Improvement Plan.

- **Children's Services Improvement Plan:** we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Adults and Safeguarding Committee (Appendix A)

- **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care and becoming a dementia-friendly borough.
- **Integrating local health and social care:** we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network went live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

Assets, Regeneration and Growth Committee (Appendix B)

- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments
 - Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing the housing supply, including Colindale:** increasing the supply of housing in the borough is a key priority of the council; our Local Plan identifies more than 27,000 homes being delivered. This includes over 10,000 within the Colindale growth area and 7,500 at Brent Cross, alongside the infrastructure required to support them. The council also has a range of other regeneration and intensification schemes across the borough being delivered through strategic partnerships, as well as a new programme of building homes on the council's own surplus sites in partnership with the Barnet Group, including more than 330 for affordable rent.
- **Helping people into work:** the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people's support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding Committee (Appendix C)

- **Delivering the family-friendly Barnet vision:** our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership Committee (Appendix D)

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), the council works with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues to ensure Barnet continues to be one of the safest boroughs in London. Preventing the most vulnerable members of our communities (adults and young people) from being victims of crime, especially violent crime and criminal exploitation (Child Sexual Exploitation, gangs) will remain a priority for the partnership, as well as responding to environmental crime (for example, fly-tipping, littering, unlawful encampments) which impacts on the quality of life of our local residents and businesses. The approach to prevention will remain balanced with enforcement where those who commit offences will be held to account through either criminal or civil enforcement. The Community Safety Team will continue to develop the multi-agency response to areas in Barnet subjected repeatedly to ASB and crime. Safeguarding children and vulnerable adults remains at the heart of Barnet's Community Safety Strategy.
- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. The strategy emphasises the importance of building victim and family resilience by providing co-ordinated services, making VAWG everyone's business and holding perpetrators to account for their behaviour. The strategy recognises the partnership approach needed to ensure victims of domestic abuse who have complex needs such as mental health and substance misuse are fully supported and able to access the right services at the right time.

Environment Committee (Appendix E)

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years) and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on a 'polluters pay' principle and clamping down on fly tipping and littering.

Housing Committee (Appendix F)

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy and Resources Committee (Appendix G)

- **Implementing The Way We Work programme:** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in North London Business Park and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.
- **Continuing to improve Customer Services:** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and joined-up services across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers. Whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.

5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

Barnet Council’s financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.795million. £17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

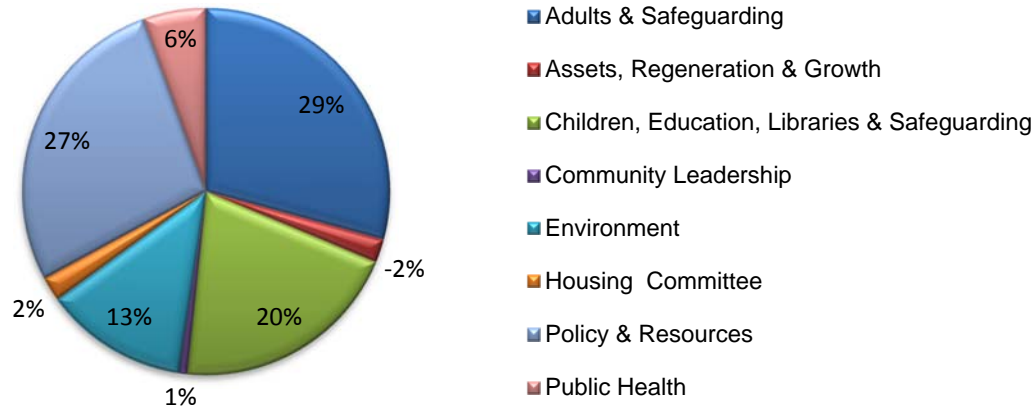
The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council’s total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council's budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently; making savings and generating income to ensure we are able to provide for the changing needs of our residents.

Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council’s revenue budget at the start of 2018/19 is £276.1million, which is split by the main council Theme Committees as follows:

Barnet Council's Revenue Budget 2018/19: £296.5million



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

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

Appendix A: Adults and Safeguarding Committee

Introduction

Adult social care services have a key role to play in improving the lives of Barnet's most vulnerable residents. We work with residents and their families, along with housing, education, and health services, to enable people to stay independent, in control of their lives, and live for longer in their own homes. We do this through best practice social care focused on what people can do and how they can help themselves. We are diversifying Barnet's accommodation offer to help more people to live independently and empower young people with complex disabilities to stay in Barnet, where they grew up. Through transforming our day care provision, we are ensuring that people are able to remain active and engaged, with access to employment and volunteering. To prevent crises, we are integrating our health and social care services for frail older people, which will reduce demand on hospital services. We are encouraging active and healthy lifestyles and are improving the borough's leisure facilities, parks, and open spaces to support this. Finally, we are making best use of technology and expanding evidence-based prevention and early support to help people stay independent for as long as possible.

Key successes from 2017/18

Corporate priorities

- **Implementing strength-based best practice**

We implemented a new, best practice model of social work and occupational therapy practice: 'strength based adult social care'. This involves social workers and occupational therapists working differently with residents who have social care needs, to find their preferred way of staying independent using community resources. In 2017/18, this approach was rolled out across the service. We have also opened two Care Space hubs, co-located with the voluntary sector, enabling us to meet service users in the community. This approach is now offered to all new service users.

We have embedded strength based practice in mental health, increasing the capacity of our specialist enablement and recovery service in Mental Health (MH), 'The Network', which provides short-term support to people with MH problems in Barnet, giving them the opportunity to (re)gain skills and confidence to fully participate in their community. The Network aims to keep people in the community, in their own homes, and self-reliant. The approach is one of enablement, recovery and staying well.

Our framework agreement with supported living providers gives people access to a range of supported living services that help them to remain independent and reduce the likelihood that people will need to be admitted or re-admitted to residential care or hospital. This includes support for people with low, medium, and high levels of need; supported living for young people with learning disabilities and/or autism; and specialist step-down accommodation-based support for people with people with mental health conditions.

Your Choice Barnet (YCB) provides support including supported living services, day services, respite, enablement, and personal assistant services to around 260 adults with disabilities in Barnet. Under the terms of the council's new contract with YCB, which came into effect in February 2017, YCB has adopted a strength-based approach to help more service users move towards more independent living and participate in the workforce. Since February 2017, YCB has supported 10 individuals into employment and a further eight people have been supported into volunteering roles.

We have also implemented the new London-wide Multi-Agency Safeguarding procedures. These embed 'Making Safeguarding Personal' into local working across all London boroughs, the Metropolitan Police and the NHS across London. Barnet's adult safeguarding team have worked with the Community Safety Partnership to deliver training, support, and a referral programme for General Practices in the borough responding to domestic violence and abuse.

We continue to build on the successful launch of the Barnet Dementia Action Alliance (DAA) in 2016 by working with our partners to support communities to take practical actions to enable people to live well with dementia and to make Barnet a Dementia Friendly Borough. We have been building a specialist extra care scheme to support people with dementia, which we aim to open later in 2018. We are investing in two further extra care schemes, creating over 150 new extra care apartments in the borough. We continue to provide our dementia advisors service and dementia cafes, in partnership with the local voluntary sector. We have developed an innovative training and support programme for carers of people with dementia, enabling them to carry on their caring role.

- **Integrating local health and social care**

Barnet's Better Care Fund plan means that local residents with long term conditions can now access multi-disciplinary care in the community through the Integrated Locality Team and the Rapid Response Service. The Barnet Integrated Learning Disability Service (ILDS) continues to support people with learning disabilities and is recognised as a strong performer in the London-wide Transforming Care programme. The team has avoided hospital admissions through close multi-disciplinary working and also by supporting people with complex needs to move to new supported housing. We are working closely with local GPs and the NHS Barnet Clinical Commissioning Group (CCG) to develop a network of 'care closer to home' GP hubs. These will reduce variation in care and improve access to prevention services. We have developed an integrated service for people with dementia with the CCG, joining up access to diagnosis and treatment through the memory service to support and care provided by the council.

Additional priorities for this Committee

- **Needs-based prevention and support**

The council's new telecare service launched last year, expanding the assistive technology offer to reach more people and embed the use of innovative technology as part of mainstream care provision. The service has introduced a range of new technologies including:

- Oysta – mobile telecare that can be used outside of the home to support to people to be independent in the community
- Brain-in-hand – personalised support through a mobile phone app to access employment and education in the community
- Memrabel – supports people to retain cognitive ability and provides audible reminders for medication and everyday living tasks
- a mobile device linked to a call centre via 3G sim card with alert button, falls sensor and GPS that provides an immediate service for people discharged from hospital whilst an assessment and installation is arranged in the person's home.

Installations of new devices have performed well, supporting people to live independently for longer and provide greater assurance for family members and carers. By the end of 2017, the service had installed equipment for an additional 689 residents – effectively doubling the size of the service. Over 200 social care and health staff have been trained to make effective referrals for telecare.

Neighbourhood Services have been recommissioned to provide a range of services for older adults:

- local activities, events, befriending, lunch clubs and health promotion – accessed by 8,566 people in 2016/17
- handyperson scheme that carries out simple preventative maintenance measures to enable people to stay in their own homes in safety and comfort – accessed by 900 people in 2016/17
- Later Life Planning to deliver targeted information and advice to enable older people to plan for later life – accessed by 1,509 people in 2016/17
- falls prevention activities – 754 people attended exercise classes including strength, balance and Tai Chi in 2016/17.

These services are delivered throughout Barnet by a range of voluntary sector organisations, led by Age UK Barnet.

The council has developed its Ageing Well programme into a borough-wide local area co-ordination service, which mobilised in 2017. The service connects people to community activities and self-help.

Our early intervention and prevention services for people with learning disabilities and/or autism spectrum conditions help people develop personal independence and resilience through solution-focused support that helps them to develop their own approaches to resolving issues and responding to crises. Services including problem solving training, 1:1 support planning, employment support, community participation activities, and learning and development activities give people the personal skills they need to participate in their local community, be responsible citizens, and lead meaningful lives. In 2017/18, around 160 people with learning disabilities or autism spectrum disorders accessed community participation and learning and development activities.

The council also commissions a number of other prevention and support services from the local community and voluntary sector including information, advice and advocacy services from Barnet Citizens Advice Bureau; mental health advocacy services from Voiceability in Enfield; Community Barnet's Healthwatch service, that helps people access and make choices about health and care services; housing support provided by Genesis Housing Association through Outreach Barnet; stroke support services provided by Central London Community NHS Trust and support for people with visual impairment provided by Middlesex Association for the Blind.

- **Improving leisure facilities and physical activity**

We are investing £41.5million in the building of two new leisure centres with expanded facilities. Construction of both centres commenced in December 2017. We secured £2million of Sport England Strategic Investment Funding to support these leisure centre developments. The Fit and Active Barnet Framework was launched in March 2017, with the first partnership event being hosted in May, including representation from a cross-section of organisations and stakeholders. The partnership aims to connect and align organisations to co-ordinate and deliver an accessible physical activity pathway, which addresses barriers to participation and improves health and society outcomes. We procured a new 10-year leisure management contract to take effect from 1 January 2018, with significant new benefits for Barnet residents, focusing on health outcomes. The SHAPE programme which is specifically delivered for 14 – 25 year olds, engaged with over 1,700 young people in the Burnt Oak and Colindale wards, also supporting young people through training and employment opportunities.

- **Health and Wellbeing**

Public Health led a successful bid to bring the National Diabetes Prevention Programme to Barnet and has funded a Local Commissioned Service in Primary Care to embed brief intervention for lifestyle change. A pre-Diabetic pathway was also developed and has been embedded in GP systems. The Barnet Community Champions programme in GP practices was set up by Public Health. The response from residents in Barnet to GP practices' requests for volunteer support has been exceptional, with volunteers now supporting health promotion and self-care initiatives in five GP surgeries and one care home. Over 60 champions now provide a wide range of activities. Opportunities for integrating health champions into quality improvement processes and to identify and redirect needs that would be better addressed in the community have also been identified.

Key activities for 2018/19

Corporate priorities

- **Implementing strength-based best practice**

Our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence, while building upon their connections with the local community. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. All relevant staff are trained in strength-based practice and it is present in all aspects of day-to-day practice. We are continuing to enhance and embed our use of strength-based practice across frontline teams, and this is monitored in a number of ways, including our weekly resource panel, internal and external audit activity, and case file and direct observation work. Customer feedback surveys this year will monitor the impact of strength-based practice on residents. We are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector

partners, beginning with our Hospital and Care Quality teams in spring 2018. We are building a partnership with Hampshire County Council Adult Services and have begun sharing best practice and critical reflection around strength-based practice. We will build on this partnership through 2018 and also benchmark our progress against another local authority.

As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support (to increase the proportion of adults in paid employment), increasing supported living and nursing care, and becoming a dementia-friendly borough. For 2018/19 the council is working to recommission care and support services at two extra care schemes in Barnet – Goodwin Court (52 self-contained flats) and Wood Court (39 self-contained flats). The council has also been working with Barnet Homes and Your Choice Barnet to build a new extra care scheme at Moreton Close, which will provide 51 additional extra care flats, with a focus on supporting people with dementia. It is anticipated that the new scheme will launch in 2019.

- **Integrating local health and social care**

We are working in partnership with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings, reducing unnecessary hospital attendances, promoting individual and community health and wellbeing, and providing more integrated, coordinated support to those most in need. Local Care Closer to Home networks will bring together GPs, nurses, pharmacists, social care staff, mental health and other professionals, and community and voluntary sector groups to support people to look after themselves and stay well. The first local network will go live in Burnt Oak in February 2018. People visiting their GPs will be able to access information and advice about council services including BOOST (employment and welfare services), exercise referral, prevention services, housing, and adult social care support.

Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to focus on improving the health of carers by further developing our carers support offer in primary and secondary health care settings; expanding our digital support offer to carers; promoting the support available to carers in pharmacy settings; and delivering training on identification and support of carers and young carers to primary care workers via the CEPN Multi Collaborative Learning Groups. We will continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs. As the transforming care programme is entering its final year the focus will be on ensuring the good progress made is firmly established in our joint processes, through a new specification for health services for people with learning disabilities for example.

Additional priorities for this Committee

- **Needs-based prevention and support**

We will help people with learning disabilities and mental health conditions play an active part in their communities. Employment support will be offered to more people who use adult social care through our new employment support framework. This service will take a strength-based approach; developing resilience; building on natural community supports and social networks; developing life skills; and supporting people to access community provision and universal services, and progress to employment.

We will expand home care, enablement, and supported living services by bringing more providers into Barnet. Our support service for carers and young carers will continue to provide assessments and advice, training to help support carers in their caring role, and carer support plans that are tailored to individual needs and utilise community resources. Our programme of support for carers of people with dementia will continue to support carers to continue to care for their loved one and maintain their family together. We will continue to support carers to balance work and caring commitments and have commissioned an umbrella membership with the Employers for Carers Scheme – this means that all council employees and all SMEs within Barnet (organisations with fewer than 250 staff working for them) can join the scheme. Benefits of the scheme include accessing member resources on the Employers for Carers website, including relevant legal information, practical case studies and template leaflets/workplace surveys; and invitations to Employers for Carers member events, connecting with other employers and benefitting from peer support.

- **Improving leisure facilities and physical activity**

We will continue with the coordination of funding applications, volunteering and training opportunities through the Fit and Active Barnet Partnership. We will also commission and complete an Indoor Sport and Recreation Study which will act as a strategic review and complement to the Barnet Playing Pitch Strategy and Local Plan. We will continue the construction of the two new leisure centres, for a planned opening in 2019. We will ensure the new leisure services provide an enhanced range of services to local residents, with increased use of the facilities and increased physical activity among residents.

- **Health and Wellbeing**

Barnet's Public Health Team will become a standalone service and will lead the development of a social prescribing offer for primary care as part of the Care Closer to Home programme. Health checks and smoking cessation services commissioned via GP surgeries will deliver improved outcomes for residents.

Indicators for 2018/19

Corporate priorities

- Implementing strength-based practice

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	AC/S1 (Annual)	Percentage of people who use adult social care services satisfied with their care and support (survey) ¹	61%	61.3% (G) (reported in Q2)	61.3% (within confidence interval)	61.7% ² (G)	62.1% (within confidence interval)	Top 20% of comparable boroughs, within confidence interval (62.5% in 2016/17)
CPI	AC/S9	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	530	381.9 (G)	500	256.5 (G)	490.0 ³	Top 40% of comparable boroughs (365.3 in 16/17)
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	16.6	8.50 (G)	15.0	2 (G)	12.0 ⁴	Top 30% of comparable boroughs (5.88 in 16/17)
CPI	AC/S15 (ASCOF 4A) (Annual)	Percentage of people who use services who say those services make them feel safe and secure (survey)	80.1% (within confidence interval)	79.6% (G) (reported in Q2)	79.6% (within confidence interval)	78.0% (G) ⁵	81% (within confidence interval)	Maintain performance
CPI	AC/C17	Percentage of contacts that result in a care package	Monitor	21% (reported in Q1)	Monitor	16.7%	Monitor	Monitor

¹ All indicators based on the Adult Social Care user survey are set using a 'confidence interval' that takes account of the margin of error which may result from surveying a small sample of the population.

² This 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.

³ This target will be reviewed in Q2 2018/19 to see if it can be reduced, following data cleansing to support the 2017/18 statutory returns.

⁴ As with AC/S9, this target will be reviewed in Q2 2018/19 to see if it can be reduced, following data cleansing to support the 2017/18 statutory returns.

⁵ This survey indicator has a confidence interval of +/-3.2%pts, so is within target.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	AC/S10 (ASCOF 1B) (Annual)	Percentage of people who feel in control of their own lives (survey) ³	69% (within confidence interval)	69% (G) (reported in Q2)	70% (within confidence interval)	69.9% ⁶ (G)	73% (within confidence interval)	Top 25% in England (79.5% in 15/16)

- Integrating local health and social care

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	AC/C12	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	7.35	9.9 (R)	7.35	10.6 (R)	9.0 ⁷	Maintain performance
CPI	AC/C13	Number of delayed transfers of care from hospital, and those which are attributable to adult social care, per 100,000 population	2.5	5.1 (R)	2.5	5.4 (R)	2.6 ⁸	Maintain performance

- Needs-based prevention and support

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live-in their own home or with their family	63%	71.6% (G)	65%	71.8% (G)	72.5%	England average (76.2% in 16/17)
CPI	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	10.8%	10.9% (G)	10.8%	9.6% (R)	10.9%	Top 25% of comparable boroughs (11.3% in 16/17)

⁶ This survey indicator has a confidence interval of +/-4.1%pts.

⁷ The DTOC targets from 2017/18 onwards use a new ASCOF measure which counts the average number of delayed discharges on each day in the month, per 100,000 population. The 2018/19 DTOC targets (AC/C12 and AC/C13) are now set by NHS England at a national level which may be subject to revision in 2018/19 based on central government requirements and guidance. This indicator relies on data which is collected from NHS providers and published centrally by NHS England. Substantial work has taken place in Q3 2017/18 to review this data, including past submissions, to ensure the submissions have been correct, and this work may ultimately result in a revised outcome.

⁸ As AC/C12 above.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	7.2%	7.6% (G)	7.5%	7.5% (G)	7.5%	Top 30% of comparable boroughs (7.65% in 15/16)
CPI	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	83%	84.2% (G)	83%	82.1% (G)	83%	Top 10% of comparable boroughs (84.1% in 15/16)
SPI	AC/S2 (ASCOF 3D) (Annual)	Service users who find it easy to get information (survey) ²	71.3% (within confidence interval)	69.4% (G) (reported in Q2)	Maintain performance (within confidence interval)	72.1% ⁹ (G)	69.8% (within confidence interval)	Top 35% of comparable boroughs, within confidence interval (73.9% in 16/17)
SPI	AC/S18	Percentage of service users receiving ongoing services with telecare	17%	16.2% (GA)	17%	24.2% (G)	26.5%	30%
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	3000	3226 (G)	3300	2854 (G)	3600	3800

• Improving leisure facilities and physical activity

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	CG/C29	Percentage of the population taking part in sport and physical activity at least twice in the last month (as defined by Active Lives)	New for 2017/18	New for 2017/18	76.7%	77.9% (G)	78.5%	79%
SPI	New	Total number of leisure attendances	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	1,163,000	1,481,000

⁹ This survey indicator has a confidence interval of +/-3.8%pts.

Appendix B: Assets, Regeneration & Growth Committee

Introduction

Housing and employment are essential elements to achieving a good quality of life; we want to ensure that everyone in Barnet has access to a good job and that people who contribute to the life of the borough are able to live here, in good quality, affordable homes, so that the borough remains a place where people and businesses want to live, work and invest. We will support local businesses to thrive, which in turn will create jobs and grow the economy. Through responsible regeneration, we will revitalise communities and improve the quality of life for people living in the areas of greatest need in Barnet, while creating opportunities for residents and businesses across the borough.

Key successes from 2017/18

Corporate priorities

- **Regenerating Brent Cross Cricklewood**

Planning Committee approval of the Reserved Matters Application for the works to the shopping centre (Phase 1B North), and commencement of seasonal works (vegetation clearance) to support the development of Brent Cross North. ARG Committee also approved the Brent Cross South Business Plan and First Phase Proposal, and Reserved Matters Application for the first plot which contains the replacement units for the Whitefield Estate was submitted.

- **Increasing the housing supply, including in Colindale**

In September 2017, Grahame Park Plot 6 in Colindale was completed, providing 92 units (8 social housing, 39 shared ownership and 45 private rent). September also saw ARG committee approve the Outline Business Case for the new Grahame Park Community Hub, enabling Planning Committee to recommend approval of the planning application for Grahame Park plots 10, 11 and 12; however, unfortunately, the Mayor of London directed refusal of the scheme. The council's affordable housing programme saw work begin in summer 2017 at the first sites due to be delivered by Open Door Homes; these will deliver 27 affordable homes for rent. ARG Committee also approved the Outline Business Case for development of 50 extra care units for affordable rent at Stag House in Burnt Oak Broadway; this enabled the planning application to be submitted in December 2017. Approval of the business case for phase 1 of the microsites programme was also approved by ARG Committee. This programme will deliver affordable and specialist housing on smaller scale infill sites across the borough; including 10 affordable rented homes across four sites, 8 of which will be wheelchair accessible bungalows.

- **Helping people into work**

The 2016 Entrepreneurial Barnet competition was held in December and celebrated new business ideas from students and local entrepreneurs, the winning business, 'Student Light', secured a cash prize and mentoring support. The 2017 competition is well underway. A second Pop Up Business School to support business start-ups was run in Brent Cross in November 2017. Our active employment schemes continue to help people into work, with BOOST Burnt Oak supporting 298 people into work in 2016/17, and BOOST Childs Hill launching in April 2017. In October 2017, these schemes had supported 1448 people into work. We have been promoting apprenticeship opportunities, offering 100 vacancies across the council and partners for local people on regeneration estates to apply for. To improve employment and skills in the borough, we have been working with partners to develop a traineeship programme for young people who aren't quite ready for an apprenticeship. We have also trialled a model of support for those who are working but are looking for ways to move up the career ladder called the Skills Escalator. Public Health continued to invest in support that tackles health and employment support side by side. Barnet is working with the West London Alliance to procure a provider of the Health and Work Programme, a national DWP programme that has been devolved to the London sub-regions.

Additional priorities for this Committee

- **Investing in key Town Centres and making Barnet the best place in London to be a small business**

We secured £20million investment in high speed broadband through Virgin Broadband's 'Project Lightning' that was rolled-out during 2017/18. We have also directly invested over £670k in Burnt Oak to create a more welcoming town centre and bolder identity at the station entrance; whilst shopkeepers were supported to better display their goods to make their businesses a success. We have developed a town centre strategy for Finchley Church End and are working towards one for Golders Green, and most recently adopted a Supplementary Planning Document for North Finchley. The strategies and plans consider the investments, physical improvements, business support, events, and joint actions across services required to improve town centres and influence local development. At a smaller-scale, a number of projects in Barnet's town centres successfully reached their target on the Barnet Spacehive Community Fund (crowdfunding platform), including the Barnet Teenage Market, Syrian Kitchen in North Finchley, and the Love Burnt Oak Community Kitchen.

Key activities for 2018/19

Corporate priorities

- **Regenerating Brent Cross Cricklewood**

Early works (utilities diversion) are due to begin on Brent Cross North from March 2018, and works to the shopping centre and highways will start on site. Infrastructure works are also due to start on site at Brent Cross South. The design of the new Thameslink station will be completed, with constriction of freight and waste facilities commencing, subject to approval of detailed designs by Planning Committee, and enabling works for the station and sidings are due to start.

- **Increasing the housing supply, including Colindale**

The first affordable housing developments by Open Door Homes are due to be completed in October 2018. Throughout 2018/19, 402 homes are due to be completed in Colindale, with 10 starts on site at the Grahame Park Plot. Work to obtain vacant possession of Stag House will continue and the full business case for the extra care scheme will be submitted to Assets, Regeneration and Growth Committee. Outline business cases and planning applications for an extra care scheme on the Upper and Lower Fosters Estate in Hendon will also be submitted.

- **Helping people into work**

We will continue to offer joined up support to people to find work through active employment schemes available on our regeneration sites, for priority cohorts such as care leavers and for people claiming Universal Credit. The Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education young people's support and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities.

Additional priorities for this Committee

- **Investing in key Town Centres and making Barnet the best place in London to be a small business**

We will work to distribute business rates relief to those businesses who are eligible as part of our efforts to get the basics right, which includes making sure business are clear about what business support available from the council. We are also developing materials for a business directory and inward investment portal to help attract the brightest and the best to the borough and support them to thrive. This will be supported by the opening of a series of workspaces in our libraries where we will support new start-ups to grow in the borough and make it their longer-term home. We will develop town centre strategies for North Finchley and Edgware town centres.

Indicators for 2018/19

Corporate priorities

- Increasing the housing supply, including Colindale

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	REGEN KPI01	New Homes Completed ¹⁰	New for 2017/18	New for 2017/18	2,313	734	3,100	3,410
SPI	CG/C35	Homes started on site through the development pipeline programme ¹¹	New for 2017/18	New for 2017/18	Monitor	80	Monitor	Monitor
CPI	CG/C25	Income from the estate (cumulative)	£3.37m	£3.72m (G)	£3.76m ¹²	£2.10m (GA)	£3.046m¹³	Increase
SPI	CG/C24	Running costs of estate (designated civic buildings only)	£4.47m	£5.7m (GA)	£4.47m	£4.17m (GA)	£4.5m¹⁴	£4.18m

- Helping people into work

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/S1 (Quarter)	Unemployment (of people on out of work benefits)	Monitor	4.9% (Jan - Dec 2016)	Monitor	Data not available	Monitor	Monitor

Additional priorities for this Committee

- Investing in key Town Centres and making Barnet the best place in London to be a small business

¹⁰ Re contract indicator – currently targets set to 2017/18 only.

¹¹ New indicator – target set as Monitor for 2017/18 whilst baseline identified.

¹² Published proposed annual target of £3.37m now finalised as £3.76m

¹³ Includes Libraries

¹⁴ Includes repairs and maintenance and savings target for 2018/19

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	Re/S1 (Annual)	Business survival rate across the borough (number of Barnet businesses surviving for more than 2 years)	4%pts more than comparable boroughs	7.6% (G)	5%pts more than comparable boroughs (in DQ Sheet)	Annual – not reported	5%pts more than comparable boroughs (in DQ Sheet)	5%pts more than comparable boroughs
CPI	Re/S3 (Annual)	Reduce the number of "Vacant High Street Properties" across the borough	2.5% better than comparable boroughs	5.7% (G)	1.5% better than comparable boroughs	Annual – not reported	2.5% better than comparable boroughs	2.5% better than comparable boroughs
CPI	Re/S14 (Annual)	Business satisfaction with the council and area (local survey) ¹⁵	TBC ¹⁶	Not reported	Monitor	Annual – not reported	Monitor	TBC
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Monitor	23%	Monitor	44%	Monitor	Monitor

¹⁵ New methodology for survey to be confirmed. Target set as Monitor for 2017/18 whilst baseline identified.

Appendix C: Children, Education, Libraries & Safeguarding Committee

Introduction

The vision for this Committee, which is set out in the Children and Young People's Plan, is to make Barnet the most family friendly borough in London by 2020 – where children, young people, and their families are safe and healthy, are informed and responsible, and feel listened to. At the core of this is a resilience-based model of practice which involves identifying issues early and supporting families to build their resilience, underpinned by high quality social work. Our safeguarding arrangements for vulnerable children and young people will be effective and robust, with greater interface between services to provide a cohesive approach. We strive for schools in Barnet to remain among the best in the country, with enough early years and school places for all and children achieving the best they can, with attainment and progress of pupils in the top 10% nationally, and the progress of the most disadvantaged and vulnerable pupils accelerated.

Children's Services Improvement Plan

We are committed to the vision of being the most family-friendly borough in London by 2020. At the heart of this journey is the building of resilience in children and their families, enabling them to bounce back from adversity. Improving the quality of services to children is a council-wide responsibility and we need to work collectively across the council to drive the improvements we want. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Most children and young people in Barnet excel, but there are a few children and young people who do not. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives.

Our commitment to Barnet's vulnerable children is to deliver services that give children and young people the platform to succeed and thrive. We will work closely together with focus and drive to deliver timely and effective services, achieving good outcomes for children and young people in Barnet. To realise our ambitions for children and young people, we will not compromise:

- on the quality of staff we need to improve the experience of children who need our help
- the rigour applied or,
- on the pace needed to drive the improvements.

We have three core strategic objectives that cut across our plans for children, young people and families and underpin the change needed across the council to drive improvement within the borough:

- empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
- ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
- providing effective practice leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, curious and child focused.

Key successes from 2017/18

Corporate priorities

- **Delivering the family-friendly Barnet vision**

A key aspect of delivering our family-friendly vision is the transformation of children’s and adolescents’ mental health services (CAMHS). During the past year we have invested to reduce waiting times for community CAMHS and children and young people on the waiting list, as well as for the specialist Eating Disorder Service.

We have increased the capacity and workforce within the Youth Offending Service and Pupil Referral Unit, and have increased the provision of counselling by Raphael House, a voluntary sector organisation, to include an additional 40-50 young people per annum. We have now developed and rolled out Delivery Plans for our first six pilot resilience schools as part of our Resilient Schools Programme, which covers support for pupils, staff curriculum development, digital resilience and several other key strands developed through research by the Anna Freud Centre. In June 2017, we launched the Kooth online counselling service for 11-25 year olds, with 176 Barnet young people using the service in the first three months; 40% more than the expected performance. Over the past year we have increased capacity in the voluntary sector, with four additional staff being trained in Children and Young People’s Improving Access to Psychological Therapies (IAPT).

Jointly with children and young people we have developed key aspects of the new mental health and wellbeing service model. We visited 24 schools, held youth events attended by 17 schools, consulted face to face with more than 400 young people and 7000 online. We started our three-year journey in partnership with UNICEF to deliver the Child Friendly City or Community Initiative. Our vision is to become a Child Friendly Community by 2020. There is strong commitment from our key stakeholders across the partnership. Family Services have implemented a locality pilot programme to improve service integration and ensure seamless support is provided to families. As part of the ‘resilient families: resilient children’ vision, we have commissioned a new 0-25 service which aims to foster resilience and independence within young people with complex needs. The service aims to reduce the ‘cliff-edge’ of care that young people and their families often report during the transition from children’s services to adults.

Additional priorities for this Committee

- **Tackling gang activity**

We have established a small and multi-professional team to lead in the delivery of support to high risk/high vulnerability adolescents. The new team, REACH, is working with 50 children and young people who are vulnerable to exploitation and violence. The multi-agency approach to assessment and care planning has shown some early signs of improved assessment, including risk assessment, quality and care planning; with children, young people and their families benefiting from a co-ordinated wrap-around response to meet their complex needs. The initial results will be tracked by Research in Practice to see whether this early impact has been sustained. This work fits into the wider activity of the service involving Keeping Young People Safe, Targeted Youth Service, work with voluntary sector organisations, Youth Offending Team, and the gangs panel.

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

95% of Barnet primary schools (83 out of 87) and 96% of secondary schools (21 out of 22) are good or outstanding. All of Barnet's Special Schools, Pupil Referral Units and Nursery Schools with an Ofsted rating have been rated as 'good' or 'outstanding'. All children starting primary or secondary school in September 2017 were offered a school place, and since April 2017, 100% of applications for Education, Health and Care plans for children with special educational needs and disabilities have been assessed on time. Through our Capital Investment Programme we have expanded the Oak Lodge Special Academy and St Mary's and St John's all-through school in Hendon. The planning application for a new secondary school, the Ark Pioneer, was granted in October 2017.

- **Delivering a 21st Century library service**

We have implemented a new Library Strategy and completed our buildings programme in all 14 of our libraries. As part of this we have also implemented self-service opening in 10 of our libraries and successfully launched four partnership libraries. In addition to this, our new libraries in Colindale and Finchley Church End opened in September 2016 September 2017 respectively, and in October 2017 we delivered the third annual Barnet Libraries Festival.

Key activities for 2018/19

Corporate priorities

- **Children's Services Improvement Plan**

We are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services

from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

- **Delivering the family-friendly Barnet vision**

Our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Additional priorities for this Committee

- **Tackling gang activity**

We will continue our partnership with MAC-UK to help practitioners deliver psychologically informed services to children and young people living in complex circumstances, and to recruit young people to engage in peer mentoring alongside our practitioners. We will extend learning from REACH so that practitioners across the children's workforce are able to benefit. We are further developing partnered approaches with voluntary sector providers to deliver targeted prevention activity for boys and girls in the community and in school. The REACH team are currently being evaluated by Research in Practice to assess the impact of the multi-agency approach.

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

Working with Cambridge Education we will continue to drive standards in our schools. School Improvement Partnerships are operating across the borough, enabling schools to challenge and support each other, sharing best practice to ensure all schools are good or outstanding. We will continue to focus on improving services that support schools and families to meet the needs of children and young people with special educational needs and/or disabilities and in particular, improving and developing communication and partnership working with parents/carers and young people, building their resilience. We will continue to work closely with schools and partners to identify and provide early support for children, young people and their families to successfully transition from early years through into adulthood. Through effective collaboration between schools, children's social care, and health we will promote safeguarding of children and young people.

Indicators for 2018/19

Corporate priorities

- Children's Services Improvement Plan**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	New	Overall progress against Children's Services Improvement Plan*	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC
CPI	New	Findings of Ofsted Monitoring Visits	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

* Detailed dataset and progress reported as part of Improvement Plan to CELS Committee

Additional priorities for this Committee

- Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	New	Percentage of primary and secondary schools rated as 'good' or better ¹⁷	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	95%	100%
CPI	CES/S13-1 (Annual)	Average attainment 8 score ¹⁸	Top 10% in England	56.10 (G)	Top 10% in England (AY 16/17)	54.7 Rank 5 (G)	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)
CPI	CES/S13-2 (Annual)	Average Progress 8 score ¹⁸	Top 10% in England	0.33 (G)	Top 10% in England (AY 16/17)	0.47 Rank 3 (G)	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)

¹⁷ Primary and secondary schools merged into a composite indicator for all schools for 2018/19.

¹⁸ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	Formerly CES/S13-3 (Annual)	Percentage of pupils achieving the threshold in English and mathematics. (In 2016, the threshold is grade C GCSE, in 2017 the threshold is grade 5) ¹⁹	Top 10% in England	73.1% (G)	Top 10% in England (AY 16/17)	60.3% Rank 4 (G)	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)
CPI	CES/S24 (Annual)	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 ¹⁹	Improve national ranking (AY 15/16)	59% (Baseline Year)	Top 10% in England (AY 16/17)	69% Rank 16 (GA)	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	CES/S11-1 (Annual)	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 ¹⁹	Improve national ranking	46% (Baseline Year)	Top 10% in England (AY 16/17)	55% Rank 20 (R)	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	CES/S11-2 (Annual)	b) Difference between achievement level of pupils eligible for free school meals in the past 6 years (FSM6) and their peers ('expected standard' in Reading, Writing and Maths combined)	Improve national ranking	15% (G)	Top 10% in England (AY 16/17)	-13% ²⁰	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	Replaces CES/S15 (Annual)	Average Attainment 8 score of looked-after children	National average	19.5 (R)	National average (AY 16/17)	Annual – not reported	National average (AY 17/18)	National average (AY 18/19)
SPI	Replaces CES/S16 (Annual)	Average Progress 8 score of looked-after children	National average	-1.66 (R)	National average (AY 16/17)	Annual – not reported	National average (AY 17/18)	National average (AY 18/19)
SPI	CES/S26 (Annual)	Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the 'expected standard' in English Reading, English writing and Mathematics at Key Stage 2 ¹⁹	Top 10% in England	10% (GA)	Top 10% in England	8% Rank 60 (R)	Top 10% in England	Top 10% in England
SPI	CES/S27-1 (Annual)	Average attainment 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	23.2 (G)	Top 10% in England (AY 16/17)	Annual – not reported	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)

¹⁹ For school exam results, the DOT is based on the LEA ranking out of 152 where rank 1 = smallest and best performance. Top 10% in England is the equivalent of a top 15 ranking.

²⁰ Disadvantaged pupils 55%; national peers 68%. Ranking not available, so no RAG rating.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	CES/S27-2 (Annual)	Average progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	-0.72 (GA)	Top 10% in England (AY 16/17)	Annual – not reported	Top 10% in England (AY 17/18)	Top 10% in England
CPI	New	30 hours free entitlement early years (3 and 4 year olds) places taken for up by parents/ carers that are eligible for a place	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

Appendix D: Community Leadership Committee

Introduction

Barnet benefits from having safe, strong, and cohesive communities and we want to ensure this continues. This means working with the police so that crime levels in the borough remain low and people feel safe, and that locations that experience persistent crime and anti-social behaviour (ASB) are made safe by working closely with our partners to provide an effective response. Victims of crime and ASB will continue to be well supported and offenders managed effectively by public sector agencies to keep re-offending rates low. Our vision is for our communities to be engaged and more cohesive, with residents and community groups being involved in the design and delivery of services where appropriate, and residents having more options available for the delivery of services and outcomes. Communities will also take responsibility for their local areas, will be independent, resilient, and equipped to respond quickly and appropriately in the event of an emergency.

Key successes from 2017/18

Corporate priorities

- **Safer communities**

We have worked in partnership with the police to expand the Automatic Number Plate Recognition (ANPR) camera coverage across the borough. The cameras are live 24 hours a day; they deter and prevent crime involving vehicles, helping to make Barnet Safer. We have also worked with and local voluntary and community organisations to set up Hate Crime reporting centres across the borough. The centres aim to support victims and witnesses of Hate Crime to report it. Alongside Victim Support, we have delivered the “Barnet ASB victim support Project” which supports and advocates for victims and witnesses of anti-social behaviour and keeps them informed of the actions being taken. Over 90% of people supported by this project said they would recommend the service to others.

- **Tackling issues with domestic violence, mental health and substance misuse**

Work has been undertaken to understand the prevalence of these three issues, their interrelationships and how they are a factor in raising the risk to victims and level of demand on services. As a result of this work, we are aiming to identify improvements to the multi-agency approach to risk identification, management, early intervention, and prevention for such cases.

Additional priorities for this Committee

- **Co-ordinating a package of measures to support community activity and resilience**

The council has developed a Community Participation Strategy which outlines a range of activities which aim to ensure that we engage more effectively with communities. For example, the council has launched a crowdfunding platform which has seen 19 community projects listed between July 2017 and September 2017, with six projects being fully funded (five of which did not require a financial contribution from the council). The 'Barnet Together' communications campaign has been delivered to signpost people to volunteering and community participation activities in the borough. The Spring Residents' Perception Survey saw the percentage of residents who volunteer regularly rise from 23% in 2016 to 30% in 2017 (over the period of the campaign). The Barnet Community Directory has been delivered to improve information sharing on our community assets and strengths, with outreach being led by Groundwork London with support from Re's Section 106 outreach workers, GP Health Champions, and Adults and Communities' new Local Area Coordinators. A Community Participation and Engagement Network has been established to promote information sharing and partnership working between council officers who engage with community groups as part of their role. This intends to help mainstream the delivery of the VCS Charter and Community Participation Strategy objectives across the council. Finally, ongoing work has been undertaken to promote the take-up of employee volunteering, for example through Volunteers Week, Dementia Friend Training, and a new volunteering section on the staff Intranet.

- **Emergency planning, preparedness and response**

'Move to Critical' exercises for Business Continuity leads were delivered, testing protocols during a period of raised UK threat level and associated impact on services. We co-ordinated a volunteer response and provided mutual aid to the Grenfell Tower incident and Charcot Estate evacuation. We also delivered Counter Terrorism awareness training to staff and Members, and delivered the Unexploded Ordnance workshop for multi-agency resilience partners to examine in detail the process of evacuating and sheltering large numbers of people, as well as delivering the Cyber Security Exercise to council business continuity leads in November 2017. We have introduced ideas to Children and Youth Practitioners for the involvement of young people in Emergency Planning awareness projects as part of our duty to warn and inform the public, and have used our position as London Local Authority representative on the London Faith Sector Panel to encourage Borough Resilience partners across London to engage with their local Faith and Community Groups to increase the effectiveness of responding networks.

Key activities for 2018/19

Corporate priorities

- **Safer communities**

In 2018/19, we will increase our engagement with our local communities, keeping them informed of the action taken to respond to crime and ASB. This includes introducing the OWL (Online Watch Link) app to Barnet. Residents who sign up will receive the latest crime prevention advice and updates from their Neighbourhood Policing Team and Neighbourhood Watch. We will work with our local community groups to respond to Hate Crime through our joint working with Barnet Mencap whom we have funded to deliver Barnet's

multi-agency Hate Crime Action plan and recruitment of a Hate Crime Co-ordinator for Barnet. We will continue to develop our multi-agency response, targeting areas in Barnet subjected to persistent crime and anti-social behaviour. Safeguarding vulnerable adults and children who are at risk of radicalisation, violence, and criminal exploitation will remain a key priority for the partnership. Having established a new Corporate Enforcement Policy for the council, the partnership will continue to balance the use of enforcement with prevention, ensuring enforcement action is taken where necessary.

- **Tackling issues with domestic violence, mental health and substance misuse**

We will implement the new Violence Against Women and Girls (VAWG) Strategy which will focus on preventing violence against women and girls; improving outcomes for victims and their children; holding perpetrators to account; and enhancing joint working practices between agencies. The new strategy emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help – this includes those with complex multiple needs such as Domestic Violence (DV), mental health, and substance misuse. We will be working to improve our understanding of the inter-relationship between Domestic Violence, mental health and substance misuse. As a result of this work, we are aiming to identify improvements to the multi-agency approach to risk identification, management, early intervention and prevention in order to reduce the risk and harm caused by Domestic Violence. The council will continue to invest in the frontline services that support victims which include provisions such as the refuge, independent domestic violence advocacy service, the high risk DV Panel, and the perpetrators programme.

Additional priorities for this Committee

- **Co-ordinating a package of measures to support community activity and resilience**

Over the next year we will be developing our Barnet Community web page to showcase how residents and businesses can find out how they can get more involved with the community, and signpost community and voluntary groups to support available in the borough to help them do what they do best. We will also be developing a training programme to be delivered by council staff to the voluntary sector to bring the council closer to the community, support our voluntary sector to be sustainable, and provide professional development opportunities for staff. To complement this, we will be developing a programme of support for the voluntary, community, and faith sector to help it to be sustainable, resilient, and a key strategic partner to the council.

- **Emergency planning, preparedness and response**

The council will continue its work through the Barnet Borough Resilience Forum (BBRF), jointly leading partners with London Fire Brigade to plan and prepare for emergencies both strategically and operationally by involving multi agency resilience partners in targeted planning, training and exercising. Working with other responders via the BBRF, we will create impetus for community resilience to enhance initiatives to improve public understanding of and involvement in emergency planning across the borough. Through targeted warning and informing messages, the BBRF are encouraging local communities to become involved in emergency planning, preparedness, resilience, and response to local incidents. We will continue to share information with resilience partners to ensure a

multi-agency approach to identifying and supporting vulnerable residents during emergency situations, with a clear focus on prevention and partnership working.

Indicators for 2018/19

Corporate priorities

- **Safer communities**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences ²¹	New for 2017/18	New for 2017/18	Sustain reductions	69.4	Sustain reductions	Sustain reductions
CPI	CG/S4 (RPS - Annual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68%	67% (Autumn 2016)	68% (Autumn Only)	60% (Autumn 2017) (R)	68%	68%
SPI	CG/C27	Number of Racist & Religious Hate Crime	Monitor	717	Monitor	178 ²²	Monitor	Monitor
SPI	CG/C4	Proven re-offending rate (Ministry of Justice)	Decrease	20.2%	Monitor	20.2%	Monitor	Decrease

- **Tackling issues with domestic violence, mental health, and substance misuse**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Increase	32.4%	Monitor	20.6%	Monitor	Increase

Additional priorities for this Committee

²¹ Targets will be set once the policing plan is issued in spring 2017.

²² Result for September to November 2017. Methodology for reporting changed by MOPAC, with result reported on a month-by-month basis rather than a rolling 12-month period. Therefore, result not comparable with previous quarters.

- **Co-ordinating a package of measures to support community activity and resilience**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their neighbourhood	74%	76% (Autumn 2016) (G)	75% (Autumn Only)	75% (Autumn 2017) (G)	76%	77%
CPI	CG/S9 (RPS - Annual)	Percentage of residents that volunteer at least once a month	29%	23% (Autumn 2016) (RA)	29% (Spring Only)	Spring survey – not reported	33%	35%
CPI	CG/S10 (RPS - Annual)	Percentage of residents who agree that people pull together to help improve their area	53%	52% (Autumn 2016) (G)	54% (Spring Only)	Spring survey – not reported	54%	56%
SPI	CG/C5 (RPS - Annual)	Percentage of residents who agree that people from different backgrounds get on well together in Barnet	Remain at or above 85%	81% (Autumn 2016) (G)	85% (Autumn Only)	84% (Autumn 2017) (G)	85%	85%

Appendix E: Environment Committee

Introduction

Barnet is a green and leafy borough with parks and open spaces that are amongst the best in London; this is one of the reasons that people want to live here. To meet the needs of our growing population we are minimising waste for disposal and ensuring sustainable collections. Our streets will be safe and clean, day and night to support the prosperity of the borough. We will also ensure that our highways are maintained to a high standard and that our areas of high growth and strategic importance are being progressively upgraded and improved. However, we are also developing a Transport Strategy to support moving people away from car usage to other means of transport which will help us meet the highest standards of air quality.

Key successes from 2017/18

Corporate priorities

- **Modernising environmental services**

Street Scene completed its move to the new purpose-built Oakleigh Depot with no impact on frontline services. We have improved the quality of our service whilst reducing demand on the operation, ensuring that every bin that is put out correctly is collected, reducing complaints and the need to go back out to collect missed bins. We have also improved the customer experience through designing dynamic web forms for the Customer Transformation Programme Phase 1 (missed bins, bulky waste, report a problem, assisted collections and new/replacement bins). The service also carried out extensive business process mapping to identify areas for more efficient service delivery through technology. Barnet Waste Regulations went to Full Council on 31 October 2017 for adoption, following which a phased roll out of time banded collections has taken place. New recycling collections for commercial waste are being offered to customers.

- **Developing highways improvements**

We are now in the third year of the Network Recovery Plan (NRP) and the patching programme. A new dedicated footway service has been launched using the Highways Direct Labour Organisation (DLO) and delivery of the full 2016/17 Local Implementation Planning spend profile has been completed.

Additional priorities for this committee

- **Delivering transport improvements**

We have been working with Transport for London (TfL) on an options report to improve bus travel and bus movements, as well as

providing cycle training free of charge to children, adults and families; in 2016/17 2,999 pupils received Bikeability training in 71 Barnet schools, and 657 adults and 29 families received cycle training. 29 schools were also involved in Bike it Plus to increase the numbers of children cycling to school, and Middlesex University delivered a pilot programme to increase levels of cycling to and from campus. In addition, 301 public realm cycle parking stands have been installed at 79 locations.

- **Investing in parks and open spaces for a greener borough**

The Playing Pitch Strategy for Barnet has been agreed and adopted by Sport England, England and Wales Cricket Board, England Hockey, Football Association, Rugby Football Union, and the council; and a steering group has been established to oversee and monitor delivery of the strategy. We have also obtained planning consent for the £5million redevelopment of Montrose Recreation Ground/Silkstream Park due to be completed in 2019. Approvals have been obtained for the development of masterplans for Sports Hubs at West Hendon and Barnet Playing Fields, Victoria Park Finchley and the northwest Green Belt sites at Scratchwood, Moat Mount, and Barnet Woods. Finally, the council's Tree Strategy has been completed which includes the replacement of street trees, planting additional trees in parks and open spaces in response to the Parks and Open Spaces Strategy, and planting trees at key sites to alleviate the effects of atmospheric pollution.

- **Delivering efficient regulatory services**

Trading Standards has achieved three successful prosecutions in relation to street trading/boards, resulting in £1,586 and £600 being awarded to the council from two of the cases. Two joint operations were undertaken with the Licensing team and the police. As part of London Trading Standards week, staff carried out visits to retailers selling electrical products to check that items on sale were safe and had adequate safe usage instructions. Safety concerns were raised at eight premises and unsafe items destroyed.

Key activities for 2018/19

Corporate priorities

- **Modernising environmental services**

Over the next year, the changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services, resulting in greater synergies across the service. We are also reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible. We are procuring a Data and Works Management System which will enable the service to modernise delivery and improve customer experience through automation and mobile technology. This will be implemented next year.

- **Delivering highways improvements**

We will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over 5 years), and additional capital investment in road patching and potholes, as well as investing in TfL Local Implementation Plan projects to improve safety, parking and local transport.

Additional priorities for this committee

- **Delivering transport improvements**

Over the coming year we plan to deliver £400k of electric vehicle charging infrastructure and introduce a 'floating model' car club to try to reduce car usage and transition to cleaner models of transport. We will also be further developing the Long-Term Transport Strategy for the borough, which aims to move people towards greener modes of travel, such as public transport or electric vehicles.

- **Investing in parks and open spaces for a greener borough**

We will be constructing new facilities at Montrose Recreation Ground/Silkstream Park which will provide a new cafeteria and pavilion building, children's play facilities, junior football pitches, and a community garden. We will also be completing masterplans for Copthall, West Hendon, Barnet Playing Fields, and North West Green Belt sites to define improvements to those areas, commencing the improvement works to Victoria Park and the Colindale and Rushgrove sites as part of the wider Colindale regeneration area. Finally, we will commence the planning of parks and open spaces provision in the Brent Cross regeneration area.

- **Delivering efficient regulatory services**

The Trading Standards service will continue to investigate serious complaints of unfair trading, fraud, and consumer safety, and we will work to ensure that licensed premises meet the licensing objectives. We will continue to work with neighbouring boroughs to implement project plans under the Mayor's Air Quality Fund. We will also investigate public health, noise, nuisance, and anti-social behaviour service requests and work with interested parties to resolve problems, and will implement the latest technology to enhance the funeral service, investing in modernisation of cemetery buildings and investigating means to prolong the life of Hendon Cemetery and provide additional burial space locally.

Indicators for 2018/19

Corporate priorities

• Modernising environmental services

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning	58%	51% (Autumn 2016) (RA)	60% (Autumn and Spring)	60% (Autumn 2017) (G)	61%	62%
CPI	SS/S3 (LAPS D27)	Percentage of household waste sent for reuse, recycling and composting	42%	36.73% (Q3 2016/17) (R)	42%	39.0% (Q2 2017/18) (R)	42%	50%
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services	80%	75% (Autumn 2016) (GA)	82% (Autumn and Spring)	79% (Autumn 2017) (G)	84%	85%

• Delivering highways improvements

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
KPI	KPI 2.2 NM	Highways Category 1 Defects Rectification Timescales completed on time (48 hours)	100%	TBC	100%	96.0% (GA)	100%	100%
KPI	KPI 2.3 NM	Highways Category 2 Defects Rectification completed on time	100%	TBC	100%	66.0% (RA)	100%	100%
CPI	CG/S11 (RPS – Biannual)	Percentage of residents who are satisfied with road maintenance	35%	33% (Autumn 2016) (G)	35% (Autumn and Spring)	42% (Autumn 2017) (G)	39%	London average (41% 14/15)
CPI	Re/S19	Satisfaction with NRP repairs (from door knocking surveys)	New for 2017/18	New for 2017/18	TBC	Annual – not reported	TBC	TBC

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with pavement maintenance	35%	34% (Autumn 2016) (G)	35% (Autumn and Spring)	39% (Autumn 2017) (G)	39%	London average (41% 14/15)
SPI	PI/C6 (RPS - Biannual)	Percentage of residents who are satisfied with street lighting	72%	69% (Autumn 2016) (G)	73% (Autumn and Spring)	80% (Autumn 2017) (G)	74%	76%

Additional priorities for this committee

• **Delivering transport improvements**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	PI/S3 (RPS - Biannual)	Percentage of residents who are satisfied with parking services	30%	24% (Autumn 2016) (R)	30% (Autumn and Spring)	31% (Autumn 2017) (G)	32%	London average – 33% in 15/15
New	New	Success of independent adjudicator appeals on PCNs	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

• **Investing in parks and open spaces for a greener borough**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces	72%	72% (Autumn 2016) (G)	73% (Autumn and Spring)	77% (Autumn 2017) (G)	74%	75%

• **Delivering efficient regulatory services**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	EH01A	Compliance with Environmental Health Service Standards (Priority 2)	95%	97.0% (G)	95%	97.3% (G)	95%	95%
SPI	EH01B	Compliance with Environmental Health Service Standards (Priority 1)	100%	96.0% (R)	100%	100% (G)	100%	100%
SPI	EH02D	Food sampling inspections	100%	143% (G)	100%	100% (G)	100%	100%
SPI	CG/C30 (Annual)	Air quality	New for 2017/18	New for 2017/18	TBC	Annual – not reported	TBC	TBC

Appendix F: Housing Committee

Introduction

We believe that people who contribute to the life of the borough should be able to live here, in good quality homes that they can afford. For all residents of the borough, whether they are council tenants, leaseholders, or private renters, we will continue to deliver efficient and effective housing services. We will also ensure that we support our older and disabled residents to continue to enjoy independent lives. Note that although matters relating to housing growth and delivery reports to the Assets, Regeneration and Growth Committee, the Housing Committee will receive information on affordable housing.

Key successes from 2017/18

Corporate priorities

- **Building compliance and fire safety**

Since June 2017 Barnet Homes have removed cladding from three tower blocks on the Granville Road estate in NW2, which had similar cladding panels as those on Grenfell Tower, and have identified a programme of fire safety enhancements in other tower blocks. The Housing Committee has committed £17.5m for this work. We have also made improvements to the monitoring and recording of health and safety compliance in our non-residential buildings, and are investing in fire safety works at Barnet House. In addition, we are investing in a specific programme to ensure that all recommendations from fire risk assessments undertaken in commercial units beneath council flats are fully implemented.

Additional priorities for this Committee

- **Tackling homelessness**

New mitigations have been put in place, focusing on early intervention, prevention, family mediation, and reduction in the use of Temporary Accommodation (TA); these have delivered positive results. For example, 532 homeless preventions were achieved by the end of Q2 2017/18, against a target of 450. In addition, households in temporary accommodation reduced from 2,757 at the end of March 2017 to 2,675 at the end of Q2 2017/18. The new *Customer Ready* Team is in place to collect documentation ahead of customer interviews, to reduce the administrative burden on front-line officers. 325 households placed directly into private rented accommodation by the end of Q2 2017/18 against a target of 288. The provision of discretionary funds for care leavers has been improved to reduce the risk of homelessness and poor outcomes. To further increase affordable supply, 50 units will be purchased out of London, as part

of the second phase of the acquisitions programme. A total of 20 properties had completed and a further 24 properties were undergoing the conveyancing process, representing a total of £7.15million of the £8million capital budget committed by the end of Q2 2017/18.

- **Driving up the quality of the Private Rented Sector**

Between July 2016 and July 2017 (Year 1 of the Additional HMO Licensing Scheme) the target of 200 applications was exceeded, with 287 applications received and 204 additional HMO licenses issued. As at July 2017, there were 474 licensed HMOs in the borough, which is a 318% increase from the end of March 2016. The sale of the first long term empty property was purchased through Compulsory Purchase powers following extensive legal challenges, and the council's policy for Civil Penalties to be issued under the Housing and Planning Act 2016 was developed and endorsed.

- **Providing suitable housing to support vulnerable people**

The new Extra Care Housing Scheme at Moreton Close is on schedule for completion in 2018/19, and the second tranche of 40 council homes, including four wheelchair accessible homes, has been completed. Barnet Homes operates the Severe Weather Emergency Protocol during the winter months to accommodate rough sleepers during severe weather and also has a joint protocol in place with the council's care leaver's service 'Onwards and Upwards' to ensure that all eligible and relevant care leavers are placed in suitable accommodation when leaving care to fulfil the council's corporate parenting duties and allow a successful transition to independent living; to ensure that young people have a realistic expectation of what their housing options are when they leave care; and to reduce homelessness through developing young people's skills and having the right support in place to maintain their tenancies.

Key activities for 2018/19

Corporate priorities

- **Building compliance and fire safety**

For 2018/19 the priority will be to implement the enhancements to tower block fire safety, and ensure that our commercial tenants understand their responsibilities in relation to keeping buildings safe.

Additional priorities for this Committee

- **Tackling homelessness**

We will explore the proposal to develop up to 200 units of factory-built temporary accommodation on a site in N11. This proposal is dependent on the viability of the site and the resolution of contamination issues. We will also be installing the Qmatic appointment system to enable Housing Options to better manage demand by moving to an appointment-only service. Finally, Housing Options will be creating new referral pathways with partners to improve housing and support options for key customer cohorts.

- **Driving up the quality of the private rented sector**

The new policy for issuing Civil Penalties under the Housing and Planning Act 2016 will be implemented, and the dataset for HMOs in the borough will be reviewed to inform targeted enforcement action at non-licensed premises. We will also be monitoring compliance by landlords with their licence conditions on a risk basis.

- **Providing suitable housing to support vulnerable people**

In 2018/19 the Extra Care Scheme at Moreton Close will be opened, and progress will be made on the next tranche of 330 homes for affordable rent to be delivered by Open Door Homes, of which at least 10% will be wheelchair accessible. Plans to build an additional two Extra Care housing schemes will be progressed. The Severe Weather Emergency Protocol and the joint protocol with Onwards and Upwards will continue to be implemented.

Indicators for 2018/19

Corporate priorities

- **Building compliance and fire safety**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
KPI	KPI EST 24b	Building Statutory Compliance with Civic Estate (comprising Mill Hill Depot, Hendon Town Hall, Colinghurst, Friary and Barnet House)	Pass	Pass (G)	Pass	Annual – not reported	Pass	Pass
SPI	BH/	Percentage of scheduled fire risk assessment completed (council housing) on time	New for 2017/18	New for 2017/18	100%	100% (G)	100%	100%
SPI	BH/	Percentage of priority 0 and 1 fire safety actions completed on time	New for 2017/18	New for 2017/18	90%	100% (G)	90%	90%

Additional priorities for this Committee

- **Tackling homelessness**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	REGEN KPI05	Delivery of affordable housing completions	375	New for 2017/18	112	181	294	TBC
CPI	Re/S17 (Annual)	Percentage of new homes that are affordable (net)	40%	Not reported	40%	Annual – not reported	40%	40%
SPI	BH/C4	Average re-let time for routine lettings	17.5 days	13.53 days (Q4 16/17) (G)	13 days	15.2 days (R)	12 days	HM Benchmarking 1st Quartile
SPI	BH/C8	Percentage of respondents very or fairly satisfied with repairs and maintenance	95% (96% in Perf Report)	99.2% (Q4 16/17) (G)	96%	98.5% (G)	96%	HM Benchmarking 1st Quartile
CPI	BH/S2	Number of homelessness preventions	900	972 (G)	1050	799 (G)	1110	1110
CPI	BH/C4	Numbers of households in Temporary Accommodation	2700	2757 (GA)	2600	2639 (G)	2600	2500
CPI	BH/KPI 9	Families with Children in Temporary Accommodation ²³	New for 2017/18	New for 2017/18	Monitor	64.3%	Monitor	Monitor
SPI	BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	500	646 (G)	575	493 (Q3 Target 288) (G)	625	625
SPI	BH/S1	Numbers in Emergency Temporary Accommodation (ETA)	150	149 (G)	175	206 (R)	200	200
SPI	BH/S3	Current arrears as a percentage of debit	3%	3.04% (G)	2.9%	3.7% (R)	3.1%	Top 25%

- **Driving up the quality of the private rented sector**

²³ New indicator – target set as Monitor for 2017/18 whilst baseline identified

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	EH04A	Number of empty properties brought back into residential use	100	120 (G)	100	59	100	100
SPI	EH04B	Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards	Not less than 165	396 (G)	165	46	165	Category 1 hazards reduced in 165 properties
SPI	EH11 (Annual)	Number of accredited landlords	517 (based on 5% increase on 15/16 outturn)	627 (G)	658 (based on 5% increase on 16/17 outturn)	Annual – not reported	TBC at year-end (based on 5% increase on 17/18 outturn)	TBC at year-end (based on 5% increase on the 18/19 outturn)
SPI	EH10 (Annual)	Increasing number of Houses in Multiple Occupation licenced under the mandatory scheme	191	244 (G)	264 (based on EOY 16/17)	Annual – not reported	TBC at year-end (Number of licensed premises is increased by 20 annually)	TBC at year-end (Number of licensed premises is increased by 20 annually)

• Providing suitable housing to support vulnerable people

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	10%	11.5% (3 of 26 units) (G)	Monitor	0% (0 units)	10%	10%

Appendix G: Policy and Resources Committee

Introduction

The Policy and Resources (P&R) Committee is the principal way that strategic policy and plans are discussed and recommend to Full Council. The remit of this Committee includes; approval of the Corporate Plan - our key strategic document setting out how we'll meet the challenges and opportunities to 2020; capital and revenue budget setting and the Medium Term Financial Strategy; and ensuring effective use of resources and value for money. The P&R Committee co-ordinates the budget setting process and brings together savings proposals and priorities for the Theme Committees. It also has a role in ensuring efficient back office services and effective customer services.

Key successes from 2017/18

Corporate priorities

- **Implementing The Way We Work programme**

This programme focuses on preparing the council's workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively. A series of staff briefings took place throughout the year to communicate the new arrangements. In addition, all contracts and policies were reviewed to ensure staff were able to change how they work; and training was provided for staff and partners on the different ways of working.

- **Continuing to improve Customer Services**

The council is moving to a digital by default approach, which aims to get the majority of customer contact online. Throughout the year webforms increased whilst telephony, face-to-face and email volumes fell (by at least 10 per cent). Customer Services consistently met the target for responding to emails and webforms within the agreed timeframes. The two indicators supporting the customer access strategy: to increase self-service contacts; and to reduce failure demand through right first time contacts performed better than target. Satisfaction with customer service (across all channels excluding web) and satisfaction with the website also performed above target.

Key activities for 2018/19

Corporate priorities

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.
- **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high-quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and joined-up services across the council, partner agencies and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility, that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Additional priorities for this Committee

- **A culture of transparency and accountability for personal information:** the council will meet its obligations under data protection legislation to be accountable and transparent in how we handle the personal information of our customers and employees. We will embed consideration of privacy in council processes and at the outset of projects much like we do for equalities. Ensuring that the council complies with relevant legislation is not only a legal requirement, but a key way to inspire trust and act in an honourable and transparent way.

Indicators for 2018/19

Corporate priorities

- Continuing to improve Customer Services

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/S24	Overall satisfaction with customer services (excludes web satisfaction) ²⁴	88%	91% (G)	89%	90% (G)	TBC	91%
CPI	CG/S25	Satisfaction with the council's website	51%	55% (G)	55%	41% (R)	TBC	58%
CPI	New	Customer cases that are closed within the agreed timescales	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

- Medium and long term financial planning

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q3 Result	2018/19 Target	2019/20 Target
CPI	CG/S22	Council Tax collection	98.5%	98.5%	98.5% (4-year target)	98.5%	98.5% (4-year target)	98.5% (4-year target)
CPI	CG/S23	Business rate collection	99.0%	99.1%	99.0% (4-year target)	99.1%	99.0% (4-year target)	99.0% (4-year target)
CPI	CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things	73%	N/A	74% (Autumn and Spring)	65% (Autumn 2017) (R)	74%	75%
CPI	CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live	90%	85% (Autumn 2016) (GA)	90% (Autumn and Spring)	85% (Autumn 2017) (GA)	90%	90%

²⁴ CSG contract targets are reviewed on an annual basis. The council will seek to confirm targets by the start of the financial year. 2019/20 targets are subject to change.

	<p>Council</p> <p>6 March 2018</p>
<p>Title</p>	<p>Members' Allowances Scheme 2018/19</p>
<p>Report of</p>	<p>Monitoring Officer</p>
<p>Wards</p>	<p>N/A</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A: The Remuneration of Councillors in London – Report of the Independent Panel, January 2018</p> <p>Appendix B: Proposed Members Allowances Scheme 2018/19</p>
<p>Officer Contact Details</p>	<p>Andrew Charlwood, Head of Governance andrew.charlwood@barnet.gov.uk 020 8359 2014</p>

<p>Summary</p>
<p>The Council is required, if it wishes to pay such allowances, to adopt a Members' Allowances Scheme on an annual basis with effect from 1 April each year.</p> <p>The proposed Members' Allowances Scheme for 2018/19 is based on the current Scheme, which was adopted by Council on 7 March 2017 for 2017/18.</p>

<p>Recommendation</p>
<p>1. That Council have regard to the recommendations of the Independent Panel on the Remuneration of Councillors in London as attached as Appendix A.</p>
<p>2. That Council approve the Members' Allowances Scheme 2018/19 attached as Appendix B with effect from 1 April 2018.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council is required under the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) to agree on an annual basis a schedule of Allowances payable to Members' for the following financial year. Under the regulations, when making or amending a scheme, the Council is required to have regard to the recommendations of an Independent Remuneration Panel (regulation 19). The regulations state that before the beginning of each year the authority shall make a scheme for the allowances for that year.
- 1.2 The Members Allowance Scheme is comprehensive and includes Basic Allowances, Special Responsibility Allowances (for posts which carry specific responsibilities) and other allowances and expenses that may be claimed.
- 1.3 Council at its meeting on 7 March 2017 approved a schedule of Allowances that reflect responsibilities under a Committee System. The adopted scheme forms part of the formal Members Allowance Scheme which is incorporated within the Council's Constitution. The current scheme has regard to the recommendations in the June 2014 report of the London-wide Independent Remuneration Panel convened by London Councils (see link in Background Papers section). That report noted there is now considerable congruity in the basic allowance made by the London Boroughs. However, most London Boroughs do not adopt the Panel's recommendations in their entirety. It should also be noted that the London Councils recommendations do not explicitly consider the Committee System which Barnet now operates and, as such, some of the bands are not comparable (e.g. Leader and Deputy Leader).
- 1.4 In January 2018, the London-wide Independent Remuneration Panel convened by London Councils published revised recommendations (Appendix A). The main changes between the 2014 and 2018 schemes are the application of an inflationary allowance increase across all bands. The increase is linked to the local government pay awards that have happened in successive years since 2014. The Leader has requested that, despite the London-wide Panel recommending the increases, there should be no changes to the currently adopted scheme. The new administration may wish to reserve the right review the Barnet Members Allowances Scheme in the light of the London Councils IRP recommendations.
- 1.5 As such, the proposed scheme of allowances for 2018/19 does not change the allowance rates from those agreed for 2017/18. This includes recommendations that:
 - 1.5.1 London Councils previously recommended that Member allowances are linked to the annual local government pay settlement which would ensure that councillors can receive annual increases which are in line

with those received by staff. To date, Barnet has not agreed that the scheme should be tied to the annual government pay settlement.

- 1.5.2 If members take on extra work and responsibilities through undertaking external appointments, then they should be entitled to retain the remuneration attracted by those responsibilities. The Members' Allowance Scheme attached at Appendix B states the following "where a member of the authority is also a member of another authority that member may not receive allowances from more than one authority in respect of the same duties".
- 1.5.3 The payment to Councillors of an allowance ('the Dependents Carer Allowance') in respect of the expenses of arranging for the care of children or dependents when the Councillor attends meetings or is engaged in other official duties. Ordinary care should be remunerated at not less than the London living wage (£10.42 per hour from 1 April 2018), and (on presentation of proof of expense) payment should be made at a higher rate when specialist nursing skills are required. The Members Allowance Scheme as set out in Appendix B includes an allowance of £7.00 per hour for a maximum of 8 hours which is below the rate previously recommended by London Councils, but in accordance with the rate agreed by Council in March 2017.
- 1.5.4 Continuance of Special Responsibility Allowances (SRAs) in the case of sickness, maternity and paternity leave in the same terms that the council's employees enjoy such benefits. The Members Allowance Scheme at Appendix B is silent on continuance of SRAs in the event of sickness, maternity and paternity. However, the Scheme notes that only the following circumstances mean that the SRA is altered:
- the scheme is amended
 - the councillor is newly elected
 - the councillor ceases to be a councillor
 - the councillor accepts or gives up a position eligible for a special responsibility allowance.
- 1.5.5 The basic allowance should cover all reasonable out-of-pocket expenses incurred by councillors including intra-borough travel costs and expenses. The Members Allowance Scheme at Appendix B considers travel outside of the borough.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Members Allowance Scheme for 2018/19 requires the approval of full Council. Council is required to ensure the Scheme meets all the requirements of statute including the period the scheme covers and consideration of the findings of the Independent Panel Report.
- 2.2 The Scheme chosen reflects the special responsibilities of Members under the Committee System and is below the London Councils recommendations.

2.3 The Scheme has been drafted on the basis that Council still wishes to pay the Basic and Special Responsibility allowances proposed adopted by Council on 7 March 2017.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Fully implementing the recommendations of the January 2018 report of London Councils Panel, even at median levels, would result in additional expenditure by the Council compared to current budget provision.

3.2 Council could refuse to adopt the proposed Members' Allowances Scheme for 2018/19. This is not recommended as the implementation of the Scheme is required to regulate the remuneration of Members in respect of Council business undertaken.

4. POST DECISION IMPLEMENTATION

4.1 Following approval by the Council of a Scheme, a notice will be advertised pursuant to Section 19 of the Regulations.

4.2 The approved Scheme will become operational with effect from 1 April 2018.

4.3 After the local election on 3 May 2018 the Leader of the new administration will be asked if they wish to undertake an in-year review of the Members Allowances Scheme in the light of the recommendation in the January 2018 report of London Councils Panel.

4.4 A further report for review on Members Allowances for 2019/20 will be brought to Council before 31 March 2019 with a view to agreeing a scheme for the following municipal year.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 None in the context of this report.

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

5.2.1 The 2017/18 Members Allowances budget is £1,106,150. No changes are currently proposed for 2018/19.

5.3 Legal and Constitutional References

5.3.1 There is a requirement that councils must make any scheme for the following year to commence on 1 April. Schemes can be amended at any time, but new schemes can be introduced only from the start of each year commencing on 1 April. The approval of Council is necessary to any amendments to existing schemes or the adoption of new schemes.

5.3.2 Responsibility for adopting a Members' Allowances Scheme is attributable to

Council in accordance with paragraph 1.10 of the Responsibility for Functions section of the Council's Constitution.

5.4 Risk Management

- 5.4.1 Failure to agree a scheme may render the council in breach of its statutory duty.

5.5 Equalities and Diversity

- 5.5.1 These proposals do not adversely compromise the Council's public sector equalities duty under the 2010 Equality Act.

5.6 Consultation and Engagement

- 5.6.1 An advertisement setting out details of the Scheme itself will be published as soon as practicable after Council has made its decision.

6. BACKGROUND PAPERS

- 6.1 London Borough of Barnet website, Currently Elected Councillors Allowances and Expenses: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/democracy-and-elections/currently-elected-councillors/allowances-and-expenses.html>
- 6.2 London Councils, Remuneration of Councillors in London Report 2014: <https://www.londoncouncils.gov.uk/who-we-are/about-us/financial-information/leadership-and-expenses/remuneration-councillors-london>

This page is intentionally left blank

The Remuneration of Councillors in London 2018

Report of the Independent Panel



Contents

Introduction	p3
The role of elected members	p3
Recruitment of councillors	p4
The current financial and political climate	p4
Level of Basic Allowance	p4
Special Responsibility Allowances	p5
Interpretation of the scheme	p5
Training and support	p6
Barriers to being a councillor	p6
Travel and Subsistence Allowances	p6
Allowances for Mayor or Civic Head	p6
Update for Inflation	p6
Appendix A Special responsibilities – beyond the basic allowance	p7
Appendix B On behalf of the community – a job profile for councillors	p10
Appendix C The independent panel members	p11

Introduction

The Local Authorities (Members' Allowances) (England) Regulations 2003 ('the Regulations') authorise the establishment by the Association of London Government (now London Councils) of an independent remuneration panel to make recommendations in respect of the members' allowances payable by London boroughs. Such a panel ('the Panel') was established and reported in 2001, 2003, 2006, 2010 and 2014. It now comprises Sir Rodney Brooke CBE DL (Chair), Steve Bundred and Anne Watts CBE.

The Regulations require a review of the scheme every four years as a minimum. The current Panel has therefore completed a review of remuneration for councillors in London. We present our findings and recommendations in this report.

As a preparation for our work, we invited all London boroughs to give their views on the operation of the existing scheme. We are grateful for the feedback, which confirms that the existing London scheme of members' allowances is still fit for purpose. We make recommendations accordingly (**recommendations throughout the report are in bold type**). However, where issues have arisen from the comments we received, we have addressed them in this report.

The role of elected members

In our previous reports we reflected on the importance of the role of elected members. We repeat at Appendix B the job profile for councillors which we originally included in our 2010 report. The feedback we have received is that it continues to be appropriate.

The Local Governance Research Unit, based at Leicester Business School, recently launched a Councillor Commission as an independent review of the role and work of the councillor. The Commission's report points out that councillors oversee million-pound budgets, balancing complex financial pressures at a time of severe cutbacks in local authority spending, making decisions which will affect their areas for decades to come. In London each Borough Council is responsible for services crucial to its residents. Each has a revenue budget of up to £1.4bn as well as a substantial capital programme. The scale of their turnover and other financial activities are in many instances comparable with those of large publicly quoted companies.

Councillors are faced with unenviable choices. Demand for local authority services continues to grow. In particular, there is rapid growth in the number of old people with a corresponding increase in demand for social care. London itself faces acute housing problems. Councillors have an increased responsibility for health. Thus the strain on and competition for resources increase the demands made on elected members. The responsibilities and accountabilities are made clear after a tragedy like the Grenfell Tower fire.

The evidence we received confirms that the workload and responsibilities of councillors continue to increase and that their role has become more complex, and not only in the areas of social care, housing and health. There has been growth in the number of sub-regional meetings, partnerships and joint bodies (such as Boards for Health & Wellbeing and Safer Neighbourhoods) which require the commitment and time of leaders, cabinet members and front-line councillors. Partnership engagement makes great demands on councillors. There has been a marked increase in informal meetings, such as working groups, forums and community gatherings as well as formal meetings like local authority companies. The expectations of the public continue to rise.

While valuable to democracy, the use of social media adds to the pressure on councillors by increasing demands from their constituents in several different ways. Communication with councillors is not only easier but immediate. The public expects a speedy response, so that it is now more difficult for councillors in employment to deal with concerns as quickly as voters expect. Not only do social media make it easier for their constituents to get hold of councillors, but they also enable an isolated concern to become an organised campaign.

Recruitment of councillors

We received evidence that it is increasingly difficult to recruit people of quality who are prepared to stand for office as councillors. Though the low level of allowances was mentioned as a reason for this, a major disincentive is the time commitment required of a councillor. That time commitment (as well as finance) can make it difficult to combine the role with a job and a family life. As one councillor commented to the Leicester Business School Commission, 'Serving on outside bodies means that I am working every day of the week, weekends too'. As was pointed out in responses we received, the problem is exacerbated in London, where councillors are on the whole younger than in other parts of the country and often in employment. They also face substantially higher costs of living.

Though the time commitment may be the main disincentive to service as a councillor, it is important that, as far as reasonably possible, financial loss does not prevent people from becoming councillors. Allowances are not shown by polls to be something which influences councillors to take on the role, though they are instrumental in making it possible for some people to do so. Allowances should be set at a level that enables people to undertake the role of councillor, while not acting as an incentive to do so. If it is important that there are no financial incentives to being a councillor, it is equally important that there should not be a financial disincentive. It is clearly desirable that service as a councillor is not confined to those with independent means.

Since our last report the Government has removed the possibility of councillors joining the local government pension scheme. We believe that access to the pension scheme can be an important factor in making service as a councillor financially possible for a wider range of people. It is particularly significant for those who, like elected mayors, leaders and portfolio holders, give most or all of their time to service in local government and lose the opportunity to contribute to a pension scheme elsewhere. Loss of access to a pension scheme imposes a further financial penalty on councillors.

We do not repeat the arguments for appropriate remuneration for councillors which we have set out in our previous reports. We believe them to be self-evident. But we do repeat our belief in the importance of local democracy and the role of councillors within it.

The current financial and political climate

Because of the current financial climate, the local government pay settlement in recent years has been severely limited. Since our last report there have been three awards of 1%. Acutely sensitive to the current financial austerity, some boroughs have frozen members' allowances and failed to apply the pay awards to them. Indeed some boroughs have even reduced members' allowances.

Our recent reports have made no recommendations for increasing the levels of members' allowances other than continuing provision for annual adjustments in accordance with the annual local government pay settlement. As the Government-appointed Councillors' Commission pointed out in their 2007 report, the recommendations of the London Panel has led to some convergence of members' allowances across London. Indeed, the Councillors' Commission recommended a similar system for the country as a whole. Following our recommendations, there is now considerable congruity in the basic allowance made by London boroughs.

However, most London boroughs have not adopted our recommendations in their entirety and there remain substantial differences in the amount of special responsibility allowances. We fully recognise that now is not the time to contemplate a general increase in councillors' allowances. Nevertheless we hope that in the longer term the financial situation will permit further convergence of members' allowances around our recommendations.

Level of Basic Allowance

In our last report we recommended that there should be a Basic Allowance paid to every councillor of £10,703. Updated for the local government staff pay awards since then, the figure is now £11,045. Given the loss of pension rights; growth in the volume and complexity of the work of councillors; and the limited increase in the Basic Allowance since our last report, we believe that there is a strong case for considering a larger increase. The basic allowance is now less than the allowances paid by many similar authorities outside London. In Wales, for example, the government-

appointed commission sets the basic allowance at £13,400 for members of local authorities with populations which are generally substantially lower than those of London boroughs.

However we reluctantly accept that, in the current financial climate, it would be inappropriate to recommend a general increase in members' allowances (beyond the annual updating). Pegging an annual increase to staff pay awards will ensure that councillors can receive annual increases which are in line with those received by staff. **We therefore recommend that the Basic Allowance be set at £11,045.** We believe that it remains sensible to frame recommendations which are common across London.

Special Responsibility Allowances

Given the extent of the responsibilities of leaders of London boroughs, the Panel's first report in 2001 recommended that their remuneration should equate to that of a Member of Parliament. [Our recommendations for other special responsibility allowances are related to that recommended for leaders.]

Since then the increase in the remuneration of Members of Parliament has substantially exceeded the annual local government pay increase to which we tied the special responsibility allowance for the leader of a London borough. At the time of our last report an MP received a salary of £67,060 while our recommendation for a borough leader (increases having been restricted to the local government staff pay increases) was for total remuneration of £65,472, a difference of £1,588. Updated for the local government pay awards, our recommendation for the current total remuneration of a London borough leader would be £68,130. Meanwhile the salary of MPs has increased to £76,011, a difference of £7,881. Moreover MPs continue to be entitled to a pension as well as to sundry other benefits (such as termination payments) which are not available to leaders.

In our current consultation we enquired whether the remuneration of an MP remains a sound comparator to fix the remuneration of a borough leader. In general the responses agreed that the comparator was appropriate and, if anything, that the Leaders of London boroughs warranted a higher remuneration than an MP, because they had greater financial responsibility and legal burdens, and especially given the differential pension arrangements. Indeed one respondent authority suggested that the direct responsibilities of a Leader should command the salary of a Junior Minister.

We sympathise with the responses. Certainly the way in which MPs' remuneration has outpaced that of leaders would prompt a review of the Leaders' allowances had the Panel not had regard to the current stringent economic circumstances. For the same reasons which prompt us to peg the Basic Allowance, **we recommend that the special responsibility allowance for a Leader should be in accordance with our former recommendation, plus the subsequent local government staff pay awards, ie £57,085. We recommend the maintenance of its relation to other special responsibility allowances, as set out in the Appendix to this report.** Nevertheless we hope that parity of the remuneration of the Borough leaders with the remuneration of Members of Parliament will be restored when the economic situation eases and that the other Special Responsibility Allowances will then be adjusted accordingly.

Interpretation of the Scheme

The responses from the boroughs generally indicated no problems with interpretation of our recommendations, though many had adopted lower figures, especially for special responsibility allowances. We continue to believe that the scheme we propose is sufficiently flexible to accommodate the varying political management arrangements of different London boroughs. Specifically, we were asked for guidance on what percentage of councillors should receive a special responsibility allowance. **We reiterate our view that no more than 50% of councillors should receive a special responsibility allowance. We also continue to believe that no member should receive more than one special responsibility allowance though we accept that there might exceptionally be special circumstances where allocation of more than one Special Responsibility Allowance might be justified, eg where members undertake a number of different time-consuming roles such as sitting on licensing hearings.**

We were asked to give more detailed guidance on the roles allocated to different bands and whether these could be tied to the time commitment required of a role, expressed as a percentage of the time commitment of the Leader. However, we believe that the percentages we identify should be tied not only to time commitment but also to levels of responsibility.

Training and Support

The responsibilities of councillors are substantial, extensive and complex. We have mentioned the Grenfell Tower tragedy as a chilling instance of those responsibilities. **We believe that every borough should have an ongoing programme of member training and development and that members should be expected to participate. We believe that members should be provided with logistical and clerical support to help them deal with their workload.**

Barriers to being a councillor

It is important that obstacles to becoming a councillor should be removed wherever possible. Child care costs can be a significant deterrent to service as a councillor. **We repeat our strong view that in appropriate cases when they undertake their council duties, councillors should be entitled to claim an allowance for care of dependents. The dependents' carers' allowance should be set at the London living wage but (on presentation of proof of expense) payment should be made at a higher rate when specialist nursing skills are required.**

We also repeat our belief that members' allowances schemes should allow the continuance of Special Responsibility Allowances in the case of sickness, maternity and paternity leave in the same terms that the council's employees enjoy such benefits (that is to say, they follow the same policies).

Travel and Subsistence allowances

We continue to believe that the Basic Allowance should cover basic out-of-pocket expenses incurred by councillors, including intra-borough travel costs and expenses. The members' allowances scheme should, however, provide for special circumstances, such as travel after late meetings or travel by councillors with disabilities. The scheme should enable councillors to claim travel expenses when their duties take them out of their home borough, including a bicycle allowance.

Allowances for Mayor or Civic Head

Many councils include the allowances for the mayor (or civic head) and deputy in their members' allowance scheme. However these allowances do serve a rather different purpose from the 'ordinary' members' allowances, since they are intended to enable the civic heads to perform a ceremonial role. There are separate statutory provisions (ss 3 and 5 of the Local Government Act 1972) for such allowances and councils may find it convenient to use those provisions rather than to include the allowances in the members' allowance scheme.

Update for inflation

We continue to recommend that for a period of four years the allowances we recommend should be updated annually in accordance with the headline figure in the annual local government pay settlement.

We have been asked whether it is necessary for the annual updating to be formally authorised by the council each year. The Regulations do seem to make this obligatory.

Sir Rodney Brooke CBE DL

Steve Bundred

Anne Watts CBE

London, January 2018

Appendix A

Basic allowance £11,045

Special responsibilities – beyond the basic allowance

The case for special allowances

The reasons for payment of additional special responsibility allowances should be clearly set out in local allowances schemes. Special allowances should come into play only in positions where there are significant differences in the time requirements and levels of responsibility from those generally expected of a councillor.

Calculation of special allowances

The proposed amounts for each band are a percentage of the figure suggested for a council leader depending upon levels of responsibility of the roles undertaken and are explained below. We believe that the SRA, which the previous panel recommended for the leader of a London council (updated), continues to be appropriate.

Categories of special allowances

The regulations specify the following categories of responsibility for which special responsibility allowances may be paid:

- Members of the executive where the authority is operating executive arrangements
- Acting as leader or deputy leader of a political group within the authority
- Presiding at meetings of a committee or sub-committee of the authority, or a joint committee of the authority and one or more other authorities, or a sub-committee of such a joint committee
- Representing the authority at meetings of, or arranged by, any other body
- Membership of a committee or sub-committee of the authority which meets with exceptional frequency or for exceptionally long periods
- Acting as spokesperson of a political group on a committee or sub-committee of the authority
- Membership of an adoption panel
- Membership of a licensing or regulatory committee
- Such other activities in relation to the discharge of the authority's functions as require of the member an amount of time and effort equal to or greater than would be required of him by any one of the activities mentioned above, whether or not that activity is specified in the scheme.

Local discretion

It is for the councils locally to decide how to allocate their councillors between the different bands, having regard to our recommendations and how to set the specific remuneration within the band. They must have regard to our recommendations. We believe these should have the merits of being easy to apply, easy to adapt, easy to explain and understand, and easy to administer.

BAND ONE

The posts we envisage falling within band one include:

- Vice chair of a service, regulatory or scrutiny committee
- Chair of sub-committee
- Leader of second or smaller opposition group
- Service spokesperson for first opposition group
- Group secretary (or equivalent) of majority group
- First opposition group whip (in respect of council business)
- Vice chair of council business
- Chairs, vice chairs, area committees and forums or community leaders
- Cabinet assistant
- Leadership of a strategic major topic
- Acting as a member of a committee or sub-committee which meets with exceptional frequency or for exceptionally long periods
- Acting as a member of an adoption panel where membership requires attendance with exceptional frequency or for exceptionally long periods
- Leadership of a specific major project.

Remuneration

We propose that band one special responsibility allowances should be on a sliding scale of between 20 – 30 per cent of the remuneration package for a council leader.

This would be made up as follows:

Basic allowance: £11,045

Band One allowance: £2,582 to £9,397

Total: £13,627 to £20,442

BAND TWO

The types of office we contemplate being within band two are:

- Lead member in scrutiny arrangements, such as chair of a scrutiny panel
- Representative on key outside body
- Chair of major regulatory committee e.g. planning
- Chair of council business (civic mayor)
- Leader of principal opposition group
- Majority party chief whip (in respect of council business).

Remuneration:

We propose that band two allowances should be on a sliding scale between 40 – 60 per cent, pro rata of the remuneration package for a council leader.

This is made up as follows:

Basic allowance £11,045

Band two allowances: £16,207 to £29,797

Total: £27,252 to £40,842

BAND THREE

We see this band as appropriate to the following posts:

- Cabinet member
- Chair of the Health and Wellbeing Board
- Chair of the main overview or scrutiny committee
- Deputy leader of the council

Remuneration:

We propose that band three allowances should be between 70 – 80 per cent pro rata of the remuneration package for a council leader.

This is made up as follows:

Basic allowance: £11,045

Band three allowance: £36,917 to £43,460

Total: £47,962 to £54,505

BAND FOUR

Leader of cabinet

This is a full-time job, involving a high level of responsibility and includes the exercise of executive responsibilities. It is right that it should be remunerated on a basis which compares with similar positions in the public sector, while still retaining a reflection of the voluntary character of public service.

Remuneration:

We propose that the remuneration package for a council leader under band four of our scheme should be £68,130.

This is made up as follows:

Basic allowance: £11,045

Band four allowance: £57,085.

Total: £68,130

BAND FIVE

Directly elected mayor

A directly elected mayor has a full-time job with a high level of responsibility and exercises executive responsibilities over a fixed electoral cycle. It is right that it should be remunerated on a basis which compares with similar positions in the public sector, while still retaining a reflection of the voluntary character of public service. However we believe this post remains different to that of the strong leader with cabinet model. The directly elected mayor is directly elected by the electorate as a whole. The strong leader holds office at the pleasure of the council and can be removed by the council. We believe that the distinction is paramount and this should be reflected in the salary level.

Remuneration:

We propose that a directly elected mayor should receive a remuneration package of 25 per cent higher than that recommended for a council leader and that it should be a salary set at **£85,162**.

Appendix B

On behalf of the community – a job profile for councillors

Purposes:

1. To participate constructively in the good governance of the area.
2. To contribute actively to the formation and scrutiny of the authority's policies, budget, strategies and service delivery.
3. To represent effectively the interests of the ward for which the councillor was elected, and deal with constituents' enquiries and representations.
4. To champion the causes which best relate to the interests and sustainability of the community and campaign for the improvement of the quality of life of the community in terms of equity, economy and environment.
5. To represent the council on an outside body, such as a charitable trust or neighbourhood association.

Key Tasks:

1. To fulfil the statutory and local determined requirements of an elected member of a local authority and the authority itself, including compliance with all relevant codes of conduct, and participation in those decisions and activities reserved to the full council (for example, setting budgets, overall priorities, strategy).
2. To participate effectively as a member of any committee or panel to which the councillor is appointed, including related responsibilities for the services falling within the committee's (or panel's) terms of reference, human resource issues, staff appointments, fees and charges, and liaison with other public bodies to promote better understanding and partnership working.
3. To participate in the activities of an outside body to which the councillor is appointed, providing two-way communication between the organisations. Also, for the same purpose, to develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and functions.
4. To participate in the scrutiny or performance review of the services of the authority, including where the authority so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the authority.
5. To participate, as appointed, in the area and in service-based consultative processes with the community and with other organisations.
6. To represent the authority to the community, and the community to the authority, through the various forums available.
7. To develop and maintain a working knowledge of the authority's services, management arrangements, powers/duties, and constraints, and to develop good working relationships with relevant officers of the authority.
8. To develop and maintain a working knowledge of the organisations, services, activities and other factors which impact upon the community's well-being and identity.
9. To contribute constructively to open government and democratic renewal through active encouragement of the community to participate generally in the government of the area.
10. To participate in the activities of any political group of which the councillor is a member.
11. To undertake necessary training and development programmes as agreed by the authority.
12. To be accountable for his/her actions and to report regularly on them in accessible and transparent ways.

Appendix C

The independent panel members

Sir Rodney Brooke CBE DL had a long career in local government, including as chief executive of West Yorkshire County Council, Westminster City Council and the Association of Metropolitan Authorities. He was knighted in 2007 for his contribution to public service.

Steve Bundred was chairman of Monitor, chief executive of the Audit Commission and chief executive of the London Borough of Camden.

Anne Watts CBE has an extensive career in equality and diversity and governance that spans the private, voluntary and public sectors with organisations including the Open University, the University of Surrey, the Commission for Equality and Human Rights and Business in the Community. She chaired the Appointments Commission.

LONDON BOROUGH OF BARNET
MEMBERS' ALLOWANCES SCHEME
2018/19

1. The Scheme

This scheme is made by Barnet London Borough Council under the Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) and the Local Government Pension Scheme and Discretionary Compensation (Local Authority (Members in England) Regulations 2003 ("the Regulations").

- 1.1 The scheme may be cited as the Barnet London Borough Council Members' Allowances Scheme and replaces all former Schemes.
- 1.2 It has effect for the period 1 April 2018 to 31 March 2019.
- 1.3 In this scheme,
 - 1.3.1 "Councillor" means an elected member of the Council of the London Borough of Barnet.
 - 1.3.2 This scheme will cover a period from 1 April 2018 to 31 March 2019;
 - 1.3.3 "Co-optee" and "co-opted member" means a person not a councillor who is appointed by the Council to a committee discharging a statutory local authority function.

2. Basic Allowance

- 2.1 A basic allowance of £10,597 shall be paid to each councillor.
- 2.2 Payment of the basic allowance is subject to the conditions set out in sections 9, 10 and 11.

3. Special Responsibility Allowance

- 3.1 Allowances are payable to recognise the special responsibilities attached to certain positions to which councillors may be appointed. The allowances are graded in 5 bands.
- 3.2 The bands, the positions concerned and the sums payable are set out in Schedule 1.
- 3.3 No Member may receive more than one Special Responsibility Allowance in respect of the same period of time, but the Member will receive whichever is the highest of the Special Responsibility Allowances for which they qualify.
- 3.4 Other conditions attached to the payment of special responsibility allowance are set out in sections 9, 10 and 11.

4. Childcare and Dependent Carers' Allowance

- 4.1 An allowance of £7 per hour for a maximum of 8 hours (subject to extension in special circumstances) shall be payable to any councillor or co-opted member or

member of an appeals committee established under the Education Act 1996 who incurs expenditure for the care of dependent relatives or children whilst undertaking the approved duties listed in section 4.3 below.

4.2 Dependent relatives and children are defined as:-

- children aged 15 years or less
- elderly relatives requiring full-time care
- relatives with disabilities who receive full-time care

4.3 The approved duties referred to in section 4.1 above are:-

- (a) The attendance at a meeting of the authority or of any committee or sub-committee of the authority, or of any other body to which the authority makes appointments or nominations, or of any committee or sub-committee of such a body;
- (b) The attendance at any other meeting, the holding of which is authorised by the authority, or a committee or sub-committee of the authority, or a joint committee of the authority and at least one other local authority within the meaning of section 270(1) of the Local Government Act 1972, or a sub-committee of such a joint committee, provided that –
 - (ii) where the authority is divided into two or more political groups it is a meeting to which members of at least two such groups have been invited; or
 - (iii) if the authority is not so divided, it is a meeting to which at least two members of the authority have been invited.
- (c) The attendance at a meeting of any association of authorities of which the authority is a member;
- (d) The attendance at a meeting of any of the Council's committees;
- (e) The performance of any duty in pursuance of a standing order requiring a member or members to be present while tender documents are opened;
- (f) The performance of any duty in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises;
- (g) The performance of any duty in connection with arrangements made by the authority for the attendance of pupils at any school approved for the purposes of section 342 of the Education Act 1996 (approval of non-maintained special schools); and
- (h) The carrying out of any other duty approved by the authority, or any duty of a class so approved, for the purposes of, or in connection with, the discharge of the functions of the authority or any of its committees or sub-committees.

4.4 The allowance or reimbursement shall be paid on the basis of that permitted under the Income Tax Regulations.

5. Travel and Subsistence Allowance

- 5.1 Members do not receive a travel allowance for the cost of travel within the borough.
- 5.2 The duties which qualify for the payment of travel outside the Borough are set out in Schedule 2 with the amounts payable set out in Schedule 3.
- 5.3 The duties which qualify for the payment of travel allowance to a co-opted member or member of an appeals committee established under the Education Act 1996 are set out in Schedule 2 with the amounts payable set out in Schedule 3.
- 5.4 The duties which qualify for the payment of subsistence allowances to a councillor, co-opted member or member of an appeals committee established under the Education Act 1996 are set out in Schedule 2 with the amounts payable set out in Schedule 3.
- 5.5 The payment of allowance is subject to the conditions set out in section 9.

6. Independent Members and Co-optees' Allowance

- 6.1 An allowance of £127 shall be paid to the Independent and co-opted Members of Council Committees for each meeting that they attend.
- 6.2 Payment of the allowance is subject to the conditions set out in sections 9, 10 and 11

7. Pensions

- 7.1 The Local Government Pension Scheme Regulations 2013, laid before Parliament 19th September 2013 came into force 1st April 2014 ceased councillors' membership of the Local Government Pension Scheme (at the end of the term of office for existing councillors up to the election on 22 May 2014). From 1st April 2014 no Councillors will be admitted to the scheme.

8. Financial Limits

- 8.1 Any payment under this scheme is subject to the budget provision for members' allowances during the year not being exceeded.

9. Renunciation

- 9.1 A councillor or co-opted member may decline to receive any part of his or her entitlement to an allowance under this scheme by notifying the Head of Governance in writing.

10. Part-year Entitlements

- 10.1 This section regulates councillors' entitlement to allowances if during the year:
 - the scheme is amended
 - the councillor is newly elected
 - the councillor ceases to be a councillor
 - the councillor accepts or gives up a position eligible for a special responsibility allowance.

10.2 If the scheme is amended so as to change the basic allowance or the special responsibility allowance then the annual amount to be paid to each councillor shall be re-calculated. The councillor will be paid a proportion of the old allowance and a proportion of the new allowance. The proportions will reflect the number of days in the year before and after (starting with the day on which the change takes effect) the change. Further amendments will be treated in the same way.

10.3 If during the year:

- a councillor is newly elected or ceases to be a councillor,
- a councillor accepts or gives up a position eligible for a special responsibility allowance, or
- a councillor becomes or ceases to be eligible to a special responsibility allowance because of an amendment to the scheme

then the annual amount to be paid to the councillor will be altered. The alteration will discount a proportion of the relevant allowance, to reflect the number of days in the year that the councillor was not a councillor, or was not eligible for the special responsibility allowance, as the case may be. If the scheme is amended during the year as set out in 10.2 above, then the alteration will be calculated separately for the periods before and after each amendment, in accordance with the Regulations.

11. Claims, Payments, Repayments, Restriction to Entitlement

11.1 Payments of basic allowance and Special Responsibility Allowance will be made in twelve equal monthly instalments at the end of each month.

11.2 If making a payment of one twelfth of the annual entitlement of basic allowance and special responsibility allowance for any member would result in a breach of the restrictions set by Section 10 of the scheme, then actual payments must be reduced to comply with those restrictions.

11.3 Where an allowance has already been paid for any period during which the councillor concerned:

- (a) ceases to be a councillor; or
- (b) is otherwise not entitled to receive the allowance for that period,

such part of the allowance as relates to any such period shall be repaid to the Council.

11.4 Where a member of the authority is also a member of another authority that member may not receive allowances from more than one authority in respect of the same duties.

Special Responsibility Allowances 1 April 2018 to 31 March 2019

BAND	SRA (£)	POSTS COVERED
5	34,000	Leader of the Council
4	27,000	Deputy Leader of the Council
3	15,333	<p><u>Chairmen of:</u></p> <p>Policy and Resources Committee</p> <p>Children, Education, Libraries and Safeguarding Committee</p> <p>Adults and Safeguarding Committee</p> <p>Housing Committee</p> <p>Community Leadership Committee</p> <p>Environment Committee</p> <p>Performance and Contract Management Committee</p> <p>Assets Regeneration and Growth Committee</p> <p>Planning Committee</p> <p>Hendon Area Planning Committee</p> <p>Chipping Barnet Area Planning Committee</p> <p>Finchley and Golders Green Area Planning Committee</p> <p>Audit Committee</p> <p>Health and Well-Being Board</p> <p>General Functions Committee</p> <p>Pension Fund Committee</p> <p>Health Overview and Scrutiny Committee</p>

		Leader of: Major Opposition Group
2	8,852	<u>Chairmen of:</u> Constitution, Ethics and Probity Committee Licensing Committee Finchley and Golders Green Area Committee Chipping Barnet Area Committee Hendon Area Committee
1	2,368	<u>Chairmen of:</u> Finchley and Golders Green Residents Forum Hendon Residents Forum Chipping Barnet Residents Forum <u>Vice-Chairmen of:</u> Policy and Resources Committee Children, Education, Libraries and Safeguarding Committee Adults and Safeguarding Committee Housing Committee Community Leadership Committee Environment Committee Performance and Contract Management Committee Assets Regeneration and Growth Committee

Approved Duties

The following are approved duties for the payment of travel and subsistence allowances.

(For Councillors the meeting must take place takes place outside the borough of Barnet):

1.
 - (a) The attendance at a meeting of the authority or of any committee or sub-committee of the authority, or of any other body to which the authority makes appointments or nominations, or of any committee or sub-committee of such a body;
 - (b) The attendance at any other meeting, the holding of which is authorised by the authority, or a committee or sub-committee of the authority, or a joint committee of the authority and at least one other local authority within the meaning of section 270(1) of the Local Government Act 1972, or a sub-committee of such a joint committee, provided that -
 - (ii) where the authority is divided into two or more political groups it is a meeting to which members of at least two such groups have been invited; or
 - (iii) if the authority is not so divided, it is a meeting to which at least two members of the authority have been invited.
 - (c) The attendance at a meeting of any association of authorities of which the authority is a member;
 - (d) The attendance at a meeting of the executive or a meeting of any of its committees;
 - (e) The performance of any duty in pursuance of a standing order requiring a member or members to be present while tender documents are opened;
 - (f) The performance of any duty in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises;
 - (g) The performance of any duty in connection with arrangements made by the authority for the attendance of pupils at any school approved for the purposes of section 342 of the Education Act 1996 (approval of non-maintained special schools; and
 - (h) Attendance at training courses arranged by the Council.
 - (i) The carrying out of any other duty approved by the authority, or any duty of a class so approved, for the purposes of, or in connection with, the discharge of the functions of the authority or any of its committees or sub-committees.

(The following bodies or their committees or sub-committees are specifically included in the above definition:

Welsh Harp Joint Consultative Committee
 Hampstead Heath Management Committee
 London government statutory bodies, joint committees, forums,
 consortiums, employers' associations, etc
 Standing Advisory Council for Religious Education (SACRE)
 Local Government Association
 London Councils
 Joint Negotiating Councils for Council employees

2. Subject to the Base Budget not being exceeded, duties undertaken by Members, provided that they are undertaken outside the borough of Barnet and that the Chief Executive is satisfied that the duties are for the purposes of, or connected with, the discharge of the functions of the Council.
3. Attendance as the council's duly authorised representative at meetings of the following bodies.
 - (a) School admission, exclusion and reinstatement appeals panels
 - (b) Statutory complaints boards or panels relating to the council's education or social services functions
4. Conferences and meetings convened by a person or body whose objects are neither wholly nor partly political, and otherwise than in the course of a trade or business, for the purpose of discussing matters which in the council's opinion will relate to the interests of Barnet or its inhabitants or of part of Barnet or the inhabitants of part of it are approved for the purposes of payment of travel and subsistence allowance. They are those conferences and meetings convened by outside bodies being conferences where it is considered that there is a direct connection with a function of this council.

Travel and Subsistence Allowances**Travel**

1. Members do not receive a travel allowance for the cost of travel within the borough.
2. Other travel allowance shall be paid at the same rates as those applying at the time to council staff for motorcar, motorcycle and bicycle use. For public transport actual expenditure shall be reimbursed.

Subsistence

3. For a councillor attending an approved duty that takes place inside the borough of Barnet the rate of subsistence and travel allowance shall be nil.

Other subsistence allowance for meals taken on duty shall be paid at the same rates as those applying at the time to council staff.

For overnight costs reasonable approved expenses shall be paid.


Other Reimbursements allowed:

1. Not more than the amount of any expenditure incurred on tolls, ferries or parking fees.
2. Where day subsistence is payable, the reasonable cost of meals taken on trains, subject to a reduction of subsistence allowance of four hours for each meal taken, and a maximum of one main meal during an absence of more than four hours, two for more than eight hours' absence and three for more than twelve hours' absence.
3. The actual cost of overnight garaging of a car or other vehicle.

Payment

4. Evidence of expenditure incurred shall be required when claims are made and any unreasonable claim shall be referred to the Chief Executive.

This page is intentionally left blank

	<p>Council</p> <p>6 March 2018</p>
<p>Title</p>	<p>Report of Head of Governance</p>
<p>Report of</p>	<p>Head of Governance</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>Appendix A – Changes to Calendar of Meetings</p>
<p>Officer Contact Details</p>	<p>Andrew Charlwood, Head of Governance, 020 8359 2014, andrew.charlwood@barnet.gov.uk</p>

Summary
<p>This item presents various constitutional and administrative matters for Council’s agreement. Full details are as set out in the appended reports.</p>

Recommendation
<p>That the Council note the change to the Calendar of Meetings.</p>

1. WHY THIS REPORT IS NEEDED

1.1 The Head of Governance report seeks Council’s approval for various matters of business relating to the Council’s statutory and constitutional functions.

2. REASONS FOR RECOMMENDATIONS

2.1 As set out in the attached appendices.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 N/A.

4. POST DECISION IMPLEMENTATION

4.1 Council decisions will be minuted and implemented through the Head of Governance.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As set out in attached appendices.

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

5.2.1 Any specific implications are set out in the attached appendices.

5.3 Legal and Constitutional References

5.3.1 Council Constitution, Full Council Procedure Rules – requires that Council “Agree the Council Calendar of meetings including for ordinary meetings of the Council”.

5.4 Risk Management

5.4.1 None specifically arising from this report.

5.5 Equalities and Diversity

5.5.1 None specifically arising from this report.

5.6 Consultation and Engagement

5.6.1 None specifically arising from this report.

6. BACKGROUND PAPERS

6.1 None.

APPENDIX A

Changes to calendar of meetings - 2017-18 Municipal Year

Committee	Date(s) of Meeting(s)	New date(s) of Meeting(s)
F&GG Area Planning	20 February 2018	5 March 2018
Chipping Barnet Residents Forum	21 March 2018	20 March 2018
Finchley and Golders Green Area Planning Committee	25 April 2018	23 April 2018

This page is intentionally left blank