

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

WEDNESDAY 19TH FEBRUARY, 2020

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

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

Chairman: Councillor Daniel Thomas
Vice Chairman: Councillor David Longstaff

Councillor Dean Cohen	Councillor Geof Cooke	Councillor Val Duschinsky
Councillor Anthony Finn	Councillor Ross Houston	Councillor Arjun Mittra
Councillor Alison Moore	Councillor Sachin Rajput	Councillor Barry Rawlings
Councillor Gabriel Rozenberg	Councillor Peter Zinkin	

Substitute Members

Councillor Jess Brayne	Councillor Melvin Cohen	Councillor Kath McGuirk
Councillor Reema Patel	Councillor Alan Schneiderman	Councillor Mark Shooter
Councillor Shimon Ryde		

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions and written comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Friday 14 February at 10AM. Requests must be submitted to Maria Lugangira at maria.lugangira@barnet.gov.uk

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

Andrew Charlwood – Head of Governance

Governance Service contact: Maria Lugangira 020 8359 2761

Media Relations Contact: Tristan Garrick 020 8359 2454

ASSURANCE GROUP

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ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 14
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Written Comments (if any)	
6.	Members' Items (if any)	
7.	Business Planning - Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21	15 - 434
8.	Council Tax Support 2020/21 - Revision to Council Tax Reduction Scheme	435 - 470
9.	Pension Fund Administration	471 - 490
10.	Quarter 3 (Q3) 2019/20 Strategic Performance Report	491 - 604
11.	Transfer of 156 General Fund Housing Acquisitions to TBG Open Door Ltd	605 - 628
12.	Brent Cross South Project Agreement	To Follow
13.	Committee Forward Work Programme	629 - 632
14.	Any other item(s) the Chairman decides are urgent	
15.	<p>Motion to Exclude the Press and Public</p> <p>That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act (as amended) – Information relating to the financial or business affairs of any particular person or body (including the authority holding that information).</p>	
16.	Transfer properties acquired by the Council to TBG Open Door Homes Limited	633 - 640
17.	Brent Cross South Project Agreement	To Follow

18.	Any other exempt item(s) the Chairman decides are urgent	
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Decisions of the Policy and Resources Committee

6 January 2020

Members Present:-

AGENDA ITEM 1

Councillor Daniel Thomas (Chairman)
Councillor David Longstaff (Vice-Chairman)

Councillor Dean Cohen	Councillor Alison Moore
Councillor Geof Cooke	Councillor Sachin Rajput
Councillor Val Duschinsky	Councillor Barry Rawlings
Councillor Anthony Finn	Councillor Gabriel Rozenberg
Councillor Ross Houston	Councillor Shimon Ryde (In place of
Councillor Arjun Mittra	Councillor Peter Zinkin)

Apologies for Absence

Councillor Peter Zinkin

1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting dated 3 October 2019 be agreed subject to the correction to resolution Minute 6, Business Planning 2020-25 and Budget Management 201/20.

The revised minutes would be circulated to the Committee.

2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Peter Zinkin for whom Councillor Shimon Ryde was substituting.

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

Councillor Arjun Mittra declared a non-pecuniary interest in Agenda Item 7 – Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Draft Budget for 2020/21, as he is a member of the trade Union, Unison.

Councillor Alison Moore declared a non-pecuniary interest in Agenda Item 7 – Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Draft Budget for 2020/21, as she is a member of the trade Union, Unison.

Councillor Barry Rawlings declared a non-pecuniary interest in Agenda Item 7 – Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Draft Budget for 2020/21, as he is a member of the trade Union, Unison.

Councillor Ross Houston declared a non-pecuniary interest in Agenda Item 7 – Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Draft Budget for 2020/21, as he is a Council appointed member of the Barnet Group Board.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. BUSINESS PLANNING - MEDIUM TERM, FINANCIAL STRATEGY 2020-25, BUDGET MANAGEMENT 2019/20 AND DRAFT BUDGET FOR 2020/21

The Chairman introduced report which set out the priorities for (i) Policy and Resources and each Theme Committee, (ii) Medium Term Financial Strategy (MTFS), savings plans and capital programme. He provided an overview of the timescales/consultation and when the draft budget proposals would be reported back for final approval.

He invited the Chairman of the following Theme Committees to provide brief highlights of their budgets.

Chairman of the Environment Committee – Councillor Dean Cohen:

Councillor Dean Cohen thanked all staff especially gritters and refuse staff for their work, effort and performance over the Christmas period which ensured a smooth running of the service during that time.

He drew the Committees attention to the following key points;

- The continued investment in the highway network, both footways and carriageways. These proposals for this coming financial year would be reported to the Environment Committee.
- Investment and actual implementation of LED lights across the borough had now commenced, starting with East Barnet.
- Investment had been put into street cleansing in terms of not only manpower but also different projects had been set up concentrating in and around town centres and side roads.
- The street cleansing pilot had commenced and was a success. The outcome of the pilot would be reported back to Environment Committee.

Oakleigh Road Depot

Regarding the cost of the Oakleigh Road Depot remediation work the Chief Executive confirmed that some costs were being picked up by the contractor but the Council was also in the process of incurring costs. Negotiations had commenced with the contractor with a view recovering those costs.

Food waste Collection

With regards to the re-introduction of the food waste collection Councillor Cohen confirmed that the Environment Committee would be receiving a report on this. He further clarified that costings had been done and a joint study undertaken in conjunction with the Mayor of London's office. The full cost and analysis would be reported back to Environment Committee.

Parking income

With regards to the £2.6m extra income from parking he clarified this included a number items such as:

- PCN rebranding
- expansion of the CPZ in areas where residents were requesting those expansions
- removing vehicles in suspended bays
- business permits being emission based, where previously this had been a flat fee

He reiterated that all CPZ requests were spearhead by residents and the steer had to come from Ward Members.

Smart Cities proposals

The chief executive clarified that the majority of those savings were for 2021/22, 2022/23, 2023/24 rather than the next year. He explained that these proposals were looking at our highways assets, street lighting assets, etc and how they could be used to generate income.

Regarding the issue raised by some of the Committee around of 'lack of detail' with regards to figures, the Chairman clarified these are headline figures effectively testing the proposals in principle and reiterated that proposals were subject to consultation. Fuller details of how much a particular proposal would cost would be reported to the relevant Theme committee following the consultation.

Chairman of the Adults and Safeguarding – Councillor Sachin Rajput

Councillor Sachin Rajput thanked the Executive Director, Adults and Health and all officers in the adults' directorate for all their hard work.

He provided an overview of the national context as set out the in the Conservative Manifesto (referenced in the report) and its impact on Council drawing attention to the:

- £20.5bn additional funding for the NHS
- £5bn for social care over 5 years
- £74m over 3 years for additional community care for disabled

- The re-affirming of the existing 5-year settlement for the NHS
- Extra funding for Public Health and Adults and Children's Social care

What this specifically meant for Barnet is the £3.5m for Social Care, an additional £6m funding generally.

He explained that the financial pressure had led to exploring better ways of providing services, ways such as;

- Better working relationship with the NHS and other council departments such as housing in relation to the extra care housing scheme which aims to help people avoid more expensive residential care.

- The new Leisure centre has had an uptake of 20k plus for the fit and active Barnet card.
- Assistive technology to bring costs down and try and modernise services for the benefit of services users - technology such as alarms and sensors.
- The transfer of 80% of Direct Payment clients to pre-paid cards, dispensing with the need for them to retain receipts, making it easier to their track spending. It also ensures that officers can monitor the spend ensuring the client gets what they need.

The Chairman noted that the government has given all Council's the ability to raise the social care precept again this year and that Barnet Council has chosen to levy a 2% which is the maximum. This raises £6.3m directly for adults social care.

Revenue to GLL

With regards to Finchley Lido costs and lost revenue to GLL, the Executive Director, Adults and Health confirmed that this was within the budget forecast for the Adults and Safeguarding committee and that the forecast was a £700k revenue impact because of the impact of the closure of the wet side of the pool of Finchley Lido.

The Director of Finance further clarified that, there was £700k loss of income from the GLL contract. Within the capital programme there's an asset management budget which is paying for the £700k repairs and extends the life of the wetside of the pool for a further 10yrs.

London Living Wage(LLW)

The Executive Director, Adults and Health clarified that the employees are employees of the Barnet Group. Therefore, the approach to applying the London Living wage to care workers who transferred under the TUPE rules from Freemantle had to be developed and agreed by the Board of the Barnet Group in the context of their wider pay and reward strategy, which is to pay the LLW subject to affordability.

Councillor Thomas suggest that this is looked at as part of the budget setting process with the Barnet Group attending this Committee to help explain and clarify the position

Chairman of the Children, Education and Safeguarding Committee – Councillor David Longstaff

Councillor David Longstaff acknowledged the hard work within the Children and Family services, Cambridge Education and thanked staff for all their work in ensuring successful outcomes achieved. Amongst some of the success were

- Schools results from GCSE and a level, key stages and attainments and progress 8 were amongst some of best results in the country.
- 96% of Barnet's primary schools are good or outstanding and secondary schools are 100% good or outstanding.
- The development of a new children's home in Woodside Park that had been planned and budgeted would now be going ahead.
- Unitas an organisation for young people and which had received significant investment from the council, opened this year to great success.

Dame Alice Owens – Pupil Referral Unit

Budget plans were in place to rebuild the pupil referral unit at the Dame Alice Owens grounds in Chandos Avenue.

SEND

There had been a reorganisation of a lot of SEND (Special Educational Needs and disability) activities. He clarified that money hadn't gone down but rather reorganised to try and make it go further. The 2014 children's act has seen an approximately 32% increase in the number of children eligible for SEND packages.

Cultural Education Partnership

A Cultural education partnership had been developed in Barnet. Culture would now be component part of the OFSTED inspection of schools to ensure there is cultural offering in place.

Placements

There had been a remodelling of placements to reduce the number of children in high costs placements. A significant amount of money is spent on sending children to outer borough placements. The aim was to make sure that where possible and it helped families and was safe to do so, children were brought back in borough, this would help reduce cost to the council. As well as ensuring they can brought back, the remodelling is looking at whether the council can avoid sending out in the first instance.

Following the discussion, the Chairman, duly seconded by Councillor Val Duschinsky moved the following amended to recommendation 3;

That the Committee

- 3. Agrees to apply **consult to apply** a 2.0% Social Care Precept, to help fund care for the elderly as set out in section 1.5.9 in 2020/21**

Upon being put to the vote the amended recommendation 3 proposed by Councillor Thomas was unanimously carried.

Councillor Barry Rawlings, duly seconded by Councillor Gabriel Rozenberg moved the following amendment;

Add Recommendation 14:

[That the Committee:]

- Agrees to bring back a report February P&R setting the cost for paying all former Freemantle care workers at least the London Living Wage to bring them in line with other workers employed by The Barnet Group and with The Barnet Group's Policy, with a recommendation to put in place the funding to do this.

Add Recommendation 15:

[That the Committee:]

- Withdraws the proposal to end the voluntary sector development contract and works with the relevant voluntary sector organisations on new contract options to ensure the voluntary sector is properly supported these options to be brought back to Committee in February.

Add Recommendation 16:

[That the Committee:]

- Establishes a cross-party forum of Councillors to develop a cross-party consensus and lobbying position addressing the tension between needs the funding of adults' social care by Government.

Upon being put to the vote the amended recommendations proposed by Councillor Barry Rawlings were declared lost. The vote was recorded as follows;

For	6
Against	7
Abstain	0

The Director of Finance confirmed she would rectify the minor errors to the recommendations highlighted by Councillor Barry Rawlings.

Upon being put to the vote the recommendations, subject to minor corrections were declared carried. The vote was recorded as follows;

For	7
Against	6
Abstain	0

RESOLVED – That the Committee

- 1. Notes the updated Medium Term Financial Strategy (MTFS) to 2025 as set out at Appendix A and the assumptions underpinning this in paragraph 1.4;**
- 2. Agrees to consult on the use of the Council's flexibility to raise the level of General Council Tax by 1.99% in 2020/21;**
- 3. Agrees to consult to apply a 2.0% Social Care Precept, to help fund care for the elderly as set out in section 1.4.17 in 2020/21;**
- 4. Agrees that the savings proposals as set out in Appendix B, subject to consultation and equalities impact assessment, come back to Policy and Resources Committee in February 2020 for referral to Full Council in March 2020 for final approval of the 2020/21 budget including Council Tax;**
- 5. Approve the Policy and Resources Fees and Charges as set out in Appendix E and outlined in paragraphs 1.3.12,**
- 6. Agrees the changes to the existing Capital Programme as set out in section 1.5 and Appendix C;**
- 7. Agrees to deleting and / or reducing schemes from the 2020/21 Capital Programme as set out in section 1.5;**
- 8. Agrees the process for Budget Consultation as set out in section 9;**
- 9. Approves the budget virements as detailed in Section 1.6.10;**
- 10. Agrees the bad debt writes offs as set out in section 1.6.13 to 1.6.36;**
- 11. Notes the update on the London wide Business Rates Pool as set out in paragraphs 1.2.11 to 1.2.12 and 1.2.20;**

- 12. Recommends to Full Council joining the London wide Business Rates Pool as set out in paragraphs 1.2.26-1.2.31.**
- 13. Recommends that Council delegates responsibility to the Chief Finance Officer (S151) in consultation with the Chairman of Policy and Resources Committee to agree the arrangements for the London wide Business Rates Pool in the form of the Memorandum of Understanding as set out in paragraph 1.2.31.**
- 14. Agrees implementation of the outcome of the review of contractual arrangements for the Brent Cross development scheme endorsed by Housing and Growth Committee on 26 November 2019, namely that integrated programme management and land delivery functions should move to the council and that regulatory planning and highways related to Brent Cross should remain with RE**

8. QUARTER 2 (Q2) 2019/20 STRATEGIC PERFORMANCE REPORT

The Committee considered the report which report which provided a strategic overview of performance for Quarter 2 (Q2) 2019/20 in relation to the corporate priorities in the new Corporate Plan (Barnet 2024).

With regards to the 'Getting Barnet Clean', status Limited on page 101 Councillor Dean Cohen this would be reported to a future meeting of the Environment Committee

With regards to 'Ensuring we have strong Financial Management', status Limited on page 197, paragraph 4.1.3 Councillor Alison Moore explained that there have been significant issues and challenges around getting high and medium priority audit recommendations actioned within some services areas. In some instances, this inaction has required both Senior Management and Chief Executive level intervention to get those actions completed. She stressed the importance of having systems and processes that were fit for purpose and supported service and financial performance. She further emphasised the importance of Audit being seen as a crucial part of the improvement and performance cycle rather than a nuisance or tick box function.

With regards to the Network Rail track possession, the Deputy Chief Executive confirmed that the Financial Performance and Contracts Committee have asked for a detailed update on the Thameslink contract. She clarified issues would be picked up in the regular Housing and Growth report, with a further deep dive analysis on some areas of the contract undertaken by Financial Performance and Contracts Committee.

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

RESOLVED – That the Committee;

- 1. Scrutinised the Actions, KPIs and Risks related to the new Corporate Plan (Barnet 2024), including the escalated high (15 to 25) level risks in the Corporate Risk Register at Appendix B.**
- 2. Noted the revenue and capital forecasts for 2019/20.**
- 3. Noted the progress on savings for 2019/20.**

9. CUSTOMER STRATEGY UPDATE - IMPROVING CUSTOMER SERVICES

The Chairman introduced the report which provided (i) an update on the delivery of the council's customer strategy and (ii) an overview of what has been delivered to date, resident engagement and insight and key aims of the next phase of improvements.

The Chairman confirmed that this report would come back to a future meeting of the Committee with an update on the strategy's progress.

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

RESOLVED - That the Committee;

- 1. Notes the actions being taken by officers to improve customer experience and achievements made to date.**
- 2. Agrees the continuation of the customer transformation programme into the next phase delivering the improvements highlighted in this report.**
- 3. Agrees the recommendation for the council to sign up to the Local Digital Declaration, detail can be found in section 1.43**
- 4. Agrees to the overall approach and direction of travel outlined in this report, then the committee endorse the production of a refreshed strategy for publication in 2020.**

10. ANNUAL PROCUREMENT FORWARD PLAN [APFP] 2020/2021

The Committee considered the report which set out details of envisaged procurement requirements for 2020/2021 and, where known, for 2021/22.

With regards to the figures shown as 'TBC' on page 250 Susan Lowe, Business Partner, Corporate and Commissioning clarified that this referred to financial activity for 2021-22 & 2022-23. This activity would come forward in the next procurement cycle for next year. The reason for its inclusion was to give the market advance notice.

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

RESOLVED - That approval is given to officers to proceed with procurement activity as presented in the Annual Procurement Forward Plan (APFP) 2020/2021, and where known for 2021/22, subject to service confirmation of continued requirement any additional approvals required under the Contract Procedure Rules and identification of approved budget source.

11. REVIEW OF THE LOCAL LIST OF BUILDINGS OF ARCHITECTURAL OR HISTORIC MERIT, INCLUDING RESPONSES TO A CONSULTATION EXERCISE WITH OWNERS AND OTHER INTERESTED PARTIES

The Committee considered the report which detailed the outcome of the consultation and the revised Local Heritage List proposed which included previously listed assets together with new additions that had been recommended for inclusion by a selection panel of officers, councillors, heritage experts and local volunteers.

Councillor Ross Houston proposed the following amendment to the recommendations:

[Recommendation 3]

- **That the Committee includes the Grand Arcade and Rex House in the list and keeps the list open for an extended period so that people can nominate any further buildings at risk**

Councillor Shimon Ryde suggested that it would be wrong to add these properties to the list as they hadn't been through the process and assessed as to whether they met the criteria to be added onto the heritage list. He proposed rather than add properties on an ad hoc basis that this should instead be done on an annual basis. This would enable members of the public who wished to have a building added, to do so over the year and with the survey being done a particular time over that year.

Councillor Houston indicated he would be happy to withdraw his amendment if his request could be accommodated.

Councillor Daniel Thomas, duly seconded by Councillor Barry Rawlings proposed the following;

[Recommendation 3]

- **That the Committee agree for officers to develop a process to update the above list every 12 months.**

Councillor Thomas requested that the buildings proposed by Councillor Houston are included in the next listing.

Upon being put to the vote the amended recommendations were declared carried.

RESOLVED – That the Committee;

- 1. Considered responses to the consultation on the draft Local Heritage List and to agree the revisions referred to in the Summary of Responses at Appendix 1.**
- 2. Agreed to adopt the revised Local Heritage List at Appendix 2.**
- 3. Agreed for officers to develop a process to update the above list every 12 months.**

12. LOCAL DEVELOPMENT SCHEME 2020

The Committee considered the report which set out the programme for preparing and delivering Barnet's Local Plan. The Council is required to prepare a three-year project plan, the Local Development Scheme (LDS)

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

RESOLVED - That Barnet's Local Development Scheme, as set out in Appendix A to this report, be approved for publication.

13. BARNET'S LOCAL PLAN - PREFERRED APPROACH (REG 18 STAGE)

The Chairman introduced the report which set out the Council's preferred policy approach and represented the first formal stage (Reg 18) in replacing the Local Plan Core Strategy and Development Management Policies documents adopted in 2012.

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

For	8
Against	0
Abstentions	5

RESOLVED – That the Committee

- 1. Considered the contents of the Local Plan – Preferred Approach (Reg 18) attached at Appendix A.**
- 2. Having considered the contents approves the Preferred Approach Local Plan (Reg 18) as the basis for public consultation. Following revisions and updates in response to the public consultation the Local Plan will then return to Committee for approval of the next formal stage (Reg 19).**
- 3. Delegates authority to the Deputy Chief Executive to make any necessary changes of a minor nature to the Local Plan – Preferred Approach in consultation with the Leader prior to public consultation.**

14. COMMITTEE FORWARD WORK PROGRAMME

RESOLVED - That the Committee noted the work programme

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

None.

The meeting finished at 9.59 pm



AGENDA ITEM 7

Policy and Resources Committee

19 February 2020

Title	Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	Yes
Key	Yes
Enclosures	<p>Appendix A – Medium Term Financial Strategy Appendix B – Council Tax Resolutions Appendix C1 – Detailed Revenue Budgets, Savings and Income Generation, Pressures and Council Tax Schedules Appendix C2 – Theme Committee Revenue Budgets, Savings and Income Generation, Pressures and Council Tax Schedules Appendix D – Proposed Capital Programme Appendix E – Summary of Savings & Income Generation Proposals Appendix F – Housing Revenue Account Business Plan Appendix G – Fees and Charges Appendix H - Consultation Report Appendix I – Cumulative Equalities Impact Analysis (CEIA) Appendix J – Capital Strategy Appendix K1 – Treasury Management Strategy (TMSS) Appendix K2 - TMSS: Mid-Year Review Report 2019/20 Appendix K3 – TMSS: Out-turn Report 2018/19 Appendix L – Reserves and Balances Policy Appendix M – Debt Management Policy Appendix N – Corporate Risk Register Appendix O – 2020/21 P & R Committee Delivery Plan</p>
Officer Contact Details	<p>Anisa Darr – Section 151 Officer Anisa.Darr@barnet.gov.uk</p> <p>Paul Clarke – Deputy Section 151 Officer Paul.Clarke@barnet.gov.uk</p> <p>Cath Shaw – Deputy Chief Executive Cath.Shaw@barnet.gov.uk</p>

Summary

On 20 December 2019, the Secretary of State for the Ministry for Housing, Communities and Local Government made a written statement to Parliament on the provisional Local Government Finance Settlement 2020/21.

On 6 February 2020, the government published details confirming the 2020/21 Final Local Government Finance Settlement. The headlines were that there were no major changes from the proposals set out in the December provisional settlement. Informed by this, the council's Medium Term Financial Strategy (MTFS) has been reviewed and updated, thus ensuring the budget is accurate and sustainable.

This paper sets out the Medium Term Financial Strategy (MTFS), savings and income generation plans and the Capital Programme. These figures are based on a financial forecast for the period 2020-2025 and will help to ensure resources are aligned to the strategic outcomes set out in the council's Corporate Plan.

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

It should be noted that a set of budget proposals were presented to Policy and Resources in January 2020, this offered an early opportunity to note and approve budget changes in principle for 2020/21. These proposals were assessed at the time as to whether they required consultations and equality impact assessments (EIA). Consultation on the budget and the contents of the December Policy and Resources committee paper took place between 8 January 2020 and 3 February 2020. Results from the consultation have been fed back to lead officers within the council and are provided to this Committee to inform decision making. The recommendations contained within this report are cognisant of the views expressed.

This report forms a key part of the budget setting process for 2020/21 onwards. It provides the key budget headlines on both a local and national level. In addition, the report seeks to provide an update on the council's underlying financial strategy.

This report also seeks Committee approval for a series of budget management decisions for 2019/20 required as part of normal business in line with the organisation's Financial Regulations.

This report also seeks Committee approval of the Policy and Resources Delivery Plan 2020/21.

Officers Recommendations

Officers recommend that the Committee:

1. Approve the Policy and Resources Committee Delivery Plan for 2020/21 attached at Appendix O;
2. 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;
3. 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 the budget changes over the period 2020-25, including assumptions around inflation, changes to levies, pressures, savings and income generation proposals and grant funding. It is the model around which the council's financial strategy is based;
4. Recommend to Council that the budget for 2020/21 is prepared on the basis of an increase of 1.99% general Council Tax in 2020/21;
5. Recommend to Council that the budget for 2020/21 is prepared on the basis of an increase of 2.00% Social Care Precept, to help fund care for the elderly;
6. Recommend to Council the resolutions relating to Council Tax contained within Appendix B – Council Tax Resolutions;
7. Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2020/21 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 2020/21.
8. Recommend to Council that in accordance with Section 38(2) of the Local Government Finance Act 1992 the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 6 above within a period of 21 days following the Council's decision;
9. Recommend to Council for approval the Capital Programme as set out in Appendix D, and that the Chief Officers be authorised to take all necessary actions for implementation;
10. Approves the changes to the existing Capital Programme in relation to additions as set out in paragraphs 1.6.2 to 1.6.13;
11. Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2020/21 and throughout the Capital Programme after the 2019/20 accounts are closed and the amount of slippage and budget carry forward required are known;

12. Recommend to Council the adoption of Flexible Use of Capital Receipts provisions as set out in paragraphs 1.6.23 to 1.6.26;
13. Recommend to Council the approval of the Capital Strategy as set out in Appendix J;
14. Recommend to Council the approval of the Treasury Management Strategy for 2020/21 as set out in Appendix K1
15. Notes the Treasury Management Performance reports set out in Appendices K2 and K3;
16. Recommend to Council the approval of the following in relation to the Housing Revenue Account:
 - a) The proposed rent be increased by CPI+1% for council dwellings as set out in paragraph 1.8.8 to take effect from 1 April 2020;
 - b) The proposed temporary accommodation rents are increased by in line with the LHA rate as in para 1.8.9 to take effect from 1 April 2020;
 - c) The proposed increases to service charges for council dwellings as set out in paragraph 1.8.13 to take effect from 1 April 2020; and
 - d) The proposed rent increase of 3% for council garages as set out in paragraph 1.8.13 to take effect from 1 April 2020.
17. Recommend to Council the approval of the Schools Budget of £351.626m for 2020-21 as per paragraph 1.5.46 to 1.5.55;
18. Approve Post 16 Funding of £5.209m as per para 1.5.45;
19. Recommend to Council that any changes to the Schools Budget reasonably required as a result of the final 2020/21 DSG and Post-16 settlement are delegated for decisions to the Strategic Director – Children & Young People in consultation with the Director of Finance;
20. Note the fees and charges as detailed in Appendix G;
21. Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 9. Appendix I provides the cumulative impact and individual Departmental assessments;
22. Recommend to Council approval of the reserves and balances policy as set out in Appendix L and indicative amounts as set out in paragraph 1.5.64 and the Director of Finance's assessment of adequacy of General Fund Balances in section 1.5.70. The Committee recommend to Council that the Director of Finance is authorised to adjust balances in 2020/21 after 2019/20 accounts are closed and the amount of balances carry forward required are known;
23. Approve the underlying Financial strategy of the council as set out in paragraph 1.5.1 for referral to Council; and
24. Notes the Corporate Risk Register and recommend it to Council as set out in Appendix N.

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

- 1.1.1 On 20 December 2019, the Secretary of State for the Ministry for Housing, Communities and Local Government made a written statement to Parliament on the provisional Local Government Finance Settlement 2020/21. On 6 February 2020, the government confirmed the 2020/21 Final Local Government Finance Settlement with no major changes from the proposals set out in the December provisional settlement. The Budget, and further related announcements, are based on the latest forecasts supplied by the Office for Budget Responsibility (OBR) for the UK economy and public finances. Further statements are to be delivered in the spring of 2020; however, these are intended to be economic as opposed to budget statements.
- 1.1.2 The 2020/21 Local Government Finance Settlement is for one year only. It is based on the Spending Round 2019 funding levels, with individual authority allocations based upon Spending Review 2015 and subsequent funding announcements.
- 1.1.3 Within the provisional Local Government Finance Settlement, the Government confirmed that the level that it considers excessive for general Council Tax increases in 2020/21 is 2%. Should the Council wish to raise the level by that amount, a referendum of the local electorate must be held.
- 1.1.4 In additional, the Government confirmed that local authorities with responsibility for adult social care could apply an adult social care precept of 2% on top of the core principle.
- 1.1.5 For 2020/21 a 1.99% increase in general Council Tax and social care precept of 2% has been included in the MTFS and proposed to this Committee for recommendation to Full Council.
- 1.1.6 In line with the priorities for each committee and to close the anticipated budget gap, theme committees have previously recommended saving and income generation proposals to Policy & Resources totalling £35.129m over the period 2020-2025. Officers have reviewed these proposals following the period of budget consultation.
- 1.1.7 As a response to feedback in the consultation and to continue to support the sector and our residents we've removed the saving relating to the Voluntary Sector Development support contract. We will instead undertake a review as to how the VCS operates within Barnet. This saving totalled £0.246m over the MTFS (originally profiled £0.032m (20/21); £0.107m (21/22); and £0.107m (23/24). The removal of this saving (which will now be funded from the contingency budget) has reduced the total identified saving and income generation proposals across the MTFS period to £34.883m.

- 1.1.8 The proposed MTFFS at Appendix A displays a balanced position for 2020/21 however a £36.830m gap is still currently anticipated for 2021-2025. Colleagues from across the council are reviewing options to deliver savings or generate income to meet the remainder of this gap through working collaboratively across services to deliver the council's Corporate Priorities. Recommendations to bridge this gap will be presented to future Policy and Resources Committee meetings to recommend to Full Council.
- 1.1.9 The council's reserves are forecast to total £42.0m at the end of 2020/21. Over the course of the MTFFS this is expected to reduce to £38.2m, with the crucial measure of Non-Ringfenced Revenue Reserves expected to be £30.3m at the end of 2024/25. This represents a rapid stabilisation of the reserves position and removes the required use of reserves a year earlier than previously anticipated within the MTFFS.
- 1.1.10 The council's Capital Programme currently stands at £1,168m. Officers have been looking at the reasons that slippage occurs and challenging assumptions on the anticipated delivery profile of the Capital Programme. Overestimating capital expenditure can cause a number of unintended consequences, such as incurring unnecessary financing costs, reducing service budgets to fund borrowing, or the lapsing of funding opportunities.
- 1.1.11 In setting the budget for 2020/21 the council's Section 151 Officer is of the view that the estimates are robust, that the process in which the budget was set was effective and that there is an effective budget management system in place.
- 1.1.12 The General Fund revenue forecast for 2019/20 at the end of Period 9 is a net overspend of £1.418m. This forecast is stated after the net contribution from specific and general earmarked reserves totalling £5.482m. Excluding these reserve movements, the forecasted overspend is £6.9m.
- 1.1.13 As we enter year 2 of the Corporate Plan the Policy and Resources Delivery Plan has been refreshed for 2020/21 and has incorporated the new strategic actions identified by the Leader. The Delivery Plan will continue to enable to the Policy & Resources Committee to deliver the agreed priorities:
- Ensuring we have strong financial management
 - Continuing to improve customer services
 - Continuing to work effectively with strategic partners
 - Planning strategically to enable Barnet to grow and meet the needs of residents; being resilient as a local authority
 - Ensuring residents are treated equally, with understanding and respect, and all have access to quality services

Strategic Context

- 1.1.14 Reduced funding from central government coupled with an increase in demographic pressures has meant that the past nine 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 £174m between 2010 and 2019 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.

1.1.15 With demand on local services continuing 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 £36.830m budget gap to close by 2025.

1.1.16 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.

1.2 Council Priorities

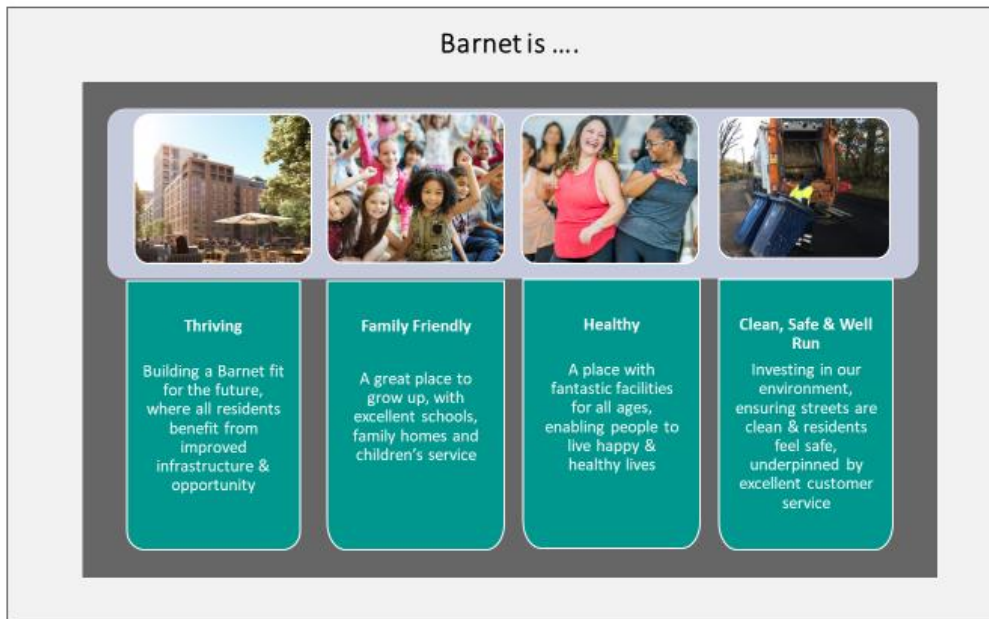
1.2.1 We have been developing the Council's priorities around growth benefiting all residents, and customer services, along with the agendas around being a family friendly borough and improving health outcomes. In delivering these priorities we will:

- aim to collaborate better with our residents - this doesn't just apply to services, our approach to customer services, enforcement, prevention must also be more joined up.
- Become more externally focused – we are keen to develop a new narrative which firmly links the people within the borough and the priorities about the borough.
- Explore how to establish a better, more effective way of working with the voluntary sector and partners more generally.

1.2.2 This work needs to develop further, and as part of that we want to look again at the corporate plan (Barnet 2024). One of things we want to explore through the development of a new plan is moving to a more place based approach, including how we work at a place/locality level, for example, through a more joined up local approach to enforcement.

1.2.3 As the plan is an articulation of the Council's priorities and aspirations for the borough it is important that we develop this plan with those who live and work in Barnet and our strategic partners. We will therefore want to do a lot of engagement with these groups as we develop the plan.

1.2.4 We have started to develop a narrative (see below) around four themes of Thriving; Family Friendly; Healthy, and Clean, Safe and Well Run.



1.2.5 These are based on the Leader's priorities and reflect Barnet's assets & strengths e.g. great parks and open spaces and high levels of volunteering. However, we want to test these themes with residents to establish a narrative which really resonates with them.

1.2.6 We are currently developing the work programme, including the establishing the scope and resource requirements to deliver a new Corporate Plan. We'd expect to undertake engagement in over the spring/summer and report back to the September Policy and Resources Committee.

1.3 National Strategic Context

Local Government Finance Settlement

1.3.1 In October 2019, MHCLG announced that the 2020/21 Settlement would be announced before Christmas 2019. This was however delayed due to the December General Election and, on 20 December 2019, the Secretary of State for the Ministry for Housing, Communities and Local Government made a written statement to Parliament on the provisional Local Government Finance Settlement 2020/21. The final settlement was confirmed on 6 February 2020 with no major changes from the proposals set out in the December provisional settlement

1.3.2 The 2020/21 Local Government Finance Settlement is for one year only and is based on the Spending Round 2019 funding levels, with individual authority allocations based upon Spending Review 2015 and subsequent funding announcements.

Overall public-sector funding

Funding Reforms

1.3.3 The Government had previously announced a programme of reforms to the local government finance system. These reforms included:

- increasing the proportion of business rates retained by the sector, to ensure local authorities had more control over the money they raised and powerful incentives to grow and reinvest in their local economies;
- introducing reforms to the business rates retention system, to increase stability and certainty; and
- reviewing the funding formula that determines funding allocations through the annual Local Government Finance Settlement, based on a fairer and more up-to-date assessment of councils' relative needs and resources, known as the 'Fair Funding Review';
- addressing total levels of expenditure across all Government areas.

1.3.4 The implementation of these reforms has been delayed but the Government has announced that it remains committed to reforming local government finance. In 2020 the Government plans to carry out a multi-year Spending Review, which will lay the groundwork for reforms. They have announced that they will continue to work towards implementing these reforms in 2021/22, including a full reset of business rates retention baselines.

1.3.5 As a result, the one-year Spending Round and the plans for a more substantial Spending Review exercise has been deferred to 2021/22. The government has announced that they are implementing a 'roll-forward' settlement for 2020-21.

Fair Funding Review

1.3.6 The Fair Funding Review is an extremely complex review of funding levels to Local Government across the full range of its statutory activities. It involves the modelling of different factors such as deprivation, rurality, population and area costs.

1.3.7 The Government has not yet released any modelling but has provided indications of prevailing thoughts on various matters. Using these indications, the Local Government Association (LGA) has provided some analysis to illustrate the potential impact of the proposed new adult social care relative needs formulas which are being considered for implementation in 2021/22. The analysis shows the likely impact of the fair funding review on the relative distribution of adult social care funding. Given the data only looks at one of the parts of the fair funding review, no conclusion can, or should, be drawn about the potential overall outcome of the review for any local authority.

1.3.8 Based on extrapolating the data, analysis has been produced which models the cash impact on authorities using the combined changes from the Older and Younger formulas and is displayed below.

Indicative analysis by council type:

Council type	Change in funding under proposed over 65s formula	Change in funding under proposed younger adults formula
Shire county	6.3%	4.7%
English unitary	1.4%	-3.6%
Met District	-6.0%	-11.3%

London Borough	-10.8%	12.9%
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Indicative analysis of London boroughs:

Type	Average change in funding (combined 65+ and younger adults)	Maximum increase	Maximum reduction
Outer	6.8%	15.59%	-6.17%
Inner	-2.3%	3.49%	-7.65%

Older Adults Formula

1.3.9 The assessment concludes that county councils would benefit the most from the new formula for older people with a collective increase in their overall share, giving them a 6.3% increase in their funding. London boroughs would see the biggest fall (10.8%), followed by metropolitan districts with a 6% reduction. Unitary councils would experience an increase of 1.4%.

Younger Adults Formula

1.3.10 Analysis of the formula for younger adults shows metropolitan districts would experience the largest fall (11.2%), followed by unitary councils with a 3.6% reduction. London boroughs would benefit most from the new formula for younger adults with a 12.9% increase in share, followed by county councils with a 4.7% rise.

1.3.11 To aid the understanding of the context of these changes Barnet reported gross Adult Social Care spend in 2018/19 of £127m. Of the £105m which was spent directly on service users, 51% was spent supporting younger adults and 49% on Older Adults. Expenditure on Social Work, Advice and Information, Equipment and Commissioning is accounted for separately. LGA benchmarking data for 2018/19 indicates that Barnet was the 16th lowest spending authority on adult social care per head of population out of 152 England authorities and the 10th lowest spending per person in receipt of services from the council.

2019 Spending Round

1.3.12 On 5 November 2019, the Chancellor of the Exchequer announced a Spending Round with a Spring Statement to follow in early 2020. In addition to the updates on the performance of the UK economy and health of the public finances, the Chancellor delivered several key financial and policy announcements specific to local government. These headlines have been summarised below:

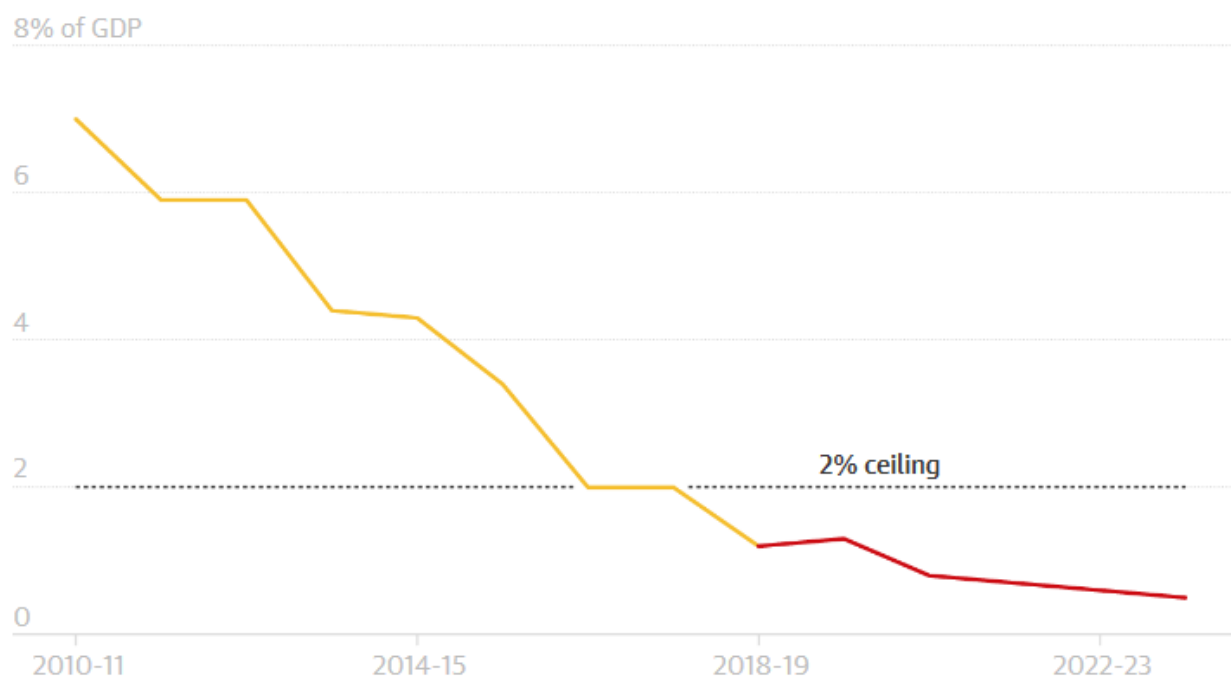
- Announcement for 2020/21 funding only, new Spending Review to be held in 2020.
- Resource Departmental Expenditure Limits (DEL) increase from £330.8bn to £352.3bn, representing growth of 4.1%, remaining within the current fiscal rules.

1.3.13 The Government announced its top priorities within the Spending Round as follows:

- Health and social care – the government reaffirmed the existing five-year settlement for the NHS, with an additional £33.9bn more per year by 2023/24, compared to 2018/19 budgets, with a real terms 3.1% increase in Resource Departmental Expenditure Limits (DEL) in 2020/21. Nationally there will be a 3.4% increase in Public Health funding and an additional £1bn for adult and children’s social care and the government will be consulting on a 2% adult social care precept to enable councils to access a further £0.5bn.
- Education and skills - the schools’ budget will rise by £2.6bn in 2020/21, which will include per pupil funding of £3,750 at primary and £5,000 at secondary schools. The additional funding is inclusive of £700m more funding in 2020/21, to support children and young people with special educational needs. £400m of additional funding for Further Education has also been announced.
- Tackling crime – an extra £750m for policing to pay towards the government’s commitment to recruit an additional 20,000 officers by 2023, which forms part of a 6.3% real terms increase in Home Office funding;
- Brexit - the Spending Round confirms £2bn of core funding provided to departments for Brexit in 2019/20 will be continued into 2020/21. This money will be used to help pay for the costs of establishing a new relationship with the EU.
- No real terms decrease for any government department, and a real terms increase for most.

1.3.14 The Chancellor’s statement was based on the Office for Budget Responsibility (OBR) forecasts from the March 2019 spring statement. Should the assumptions of the health of the economy change then future spending rounds will need to factor that in. The graph below shows Government borrowing as a % of GDP and how this has reduced since 2010.

■ Government borrowing ■ March 2019 spring statement forecast



February 2020 Announcement

1.3.15 On 6 February 2020, the government published details confirming the 2020/21 Final Local Government Finance Settlement. The headlines were that there were no major changes from the proposals set out in the December provisional settlement (which confirmed the continuation of the Independent Living Fund grant at 2019-20 levels), the October technical consultation and Spending Round 2019. The only minor changes nationally reflect the police precept £10 flexibility (confirmed in the police settlement last month) which impacts the GLA's core spending power, and very minor changes to NHB allocations for some district councils.

1.3.16 The provisional settlement confirmed announcements previously made in the 2019 Spending Round, the main points of which are set out below:

- **Council Tax:** As previously announced at Spending Round 2019, the Council Tax referendum limit will be 2% for local authorities with social care authorities allowed a 2% social care precept. The provisional settlement confirmed districts will be allowed to apply the higher of the referendum limit or £5.
- **Business Rates Retention:** The three elements of the Business Rates Retention system (Baseline Need, NNDR Baseline and Tariff / Top Up amounts) have all increased by 1.63%, in line with the September 2019 CPI inflation figure.
- **Business Rates Pilots:** As expected, no new business rates pilots were announced for 2020/21, with all areas (aside) from the original 2017/18 pilot areas reverting back to the 50% scheme. The 2017/18 pilot areas are to remain at 100%, or 37% for the Greater London Authority.
- **Revenue Support Grant:** RSG (for those authorities that still receive RSG in 2019/20) has increased in line with the Business Rates Retention system (+1.63%).

- **New Homes Bonus:** The 2020/21 allocations have been announced. The Government has advised that it is intending to look again at the New Homes Bonus and explore the most effective way to incentivise housing growth. As the roll forward is for one year, with any funding beyond 2020-21 subject to the 2020 Spending Review and potential new proposals, the government have confirmed that new allocations in 2020-21 will not result in legacy payments being made in subsequent years on those allocations.
- **Social Care Funding:** Originally announced at Spending Round 2019, the provisional settlement confirmed the previously proposed national amounts and allocation methodologies.
- **Rural Services Delivery Grant:** The 2020/21 allocation of £81m and methodology for distribution remain unchanged from 2019/20.

Local Government Finance Settlement

1.3.17 The 2020/21 finance settlement represents the eighth year in which the Business Rates Retention (BRR) scheme is the principal form of baseline funding to Local Government. As in previous years, the settlement provides authorities with a combination of grant allocations and their baseline figures within the BRR scheme.

1.3.18 The 2020/21 announcement is the first and only year of the Spending Round 2019, with future years' announcements dependent on a number of factors, including: Spending Review 2020, the outcome of the Fair Funding Review, the BRR Reset, the move to 75% BRR and any reform of the New Homes Bonus scheme.

1.3.19 The table below shows the change in National Core Local Government Funding since 19/20:

	2019-20	2020-21	Change
	£m	£m	£m
Settlement Funding Assessment	14,560	14,797	237
Under-indexing business rates multiplier	400	500	100
Council Tax	27,768	29,370	1,602
Improved Better Care Fund	1,837	2,077	240
New Homes Bonus	918	907	-11
Rural Services Delivery Grant	81	81	-
Winter pressures Grant	240	-	-240
Social Care Support Grant	410	1,410	1,000
Core Spending Power	46,213	49,142	2,929 (6.3%)

1.3.20 The main changes are:

Settlement Funding Assessment (SFA): an inflationary increase to the SFA of £237m and £100m for the under indexing of the business rates multiplier.

Council Tax: an increase to the Council Tax amounts of £1,602m due to the referendum limit (of up to 2% for all authorities except Shire Districts and Mayoral Combined Authorities) and the 2% Social Care precept allowed for 2020/21.

Social Care Support Grant: Additional £1bn of social care grant funding as announced in the Autumn 2019 SR.

Impact on Barnet

1.3.21 For Barnet, the impact of the Spending Round 2019 and further announcement includes:

- The continuation of £3.9m Social Care (Adults and Children's) funding;
- An additional c£6.0m of Social Care Funding;
- Consultation on 1.99% increase in General Council Tax, which would result in income of £3.6m;
- Consultation on an ability to levy a 2% Social Care Precept, which would result in income of £3.6m;
- Revenue Support Grant is not expected to reduce; which would result in an additional £2.3m;
- Initial Business Rates baseline estimates have reduced (detriment £0.3m) together with confirmation that the London Business Rates pilot pool will not continue in to 2020/21. The benefit of the pilot pool had not been factored in to the MTFs on an on-going basis and therefore doesn't lead to a detriment, however it means there is reduced scope for a windfall from growth and the Strategic Infrastructure Pot. There is an option for London to continue to pool under a local agreement and authority to pursue this option is sought within the recommendations of this paper.
- London will revert to the 67% business rates retention scheme as agreed in 2017-18. The potential financial benefits of London pooling under the 67% scheme are not as great as under the current 75% retention pilot. Firstly, there would be less growth retention (67% versus 75%), and, secondly, there would be a lower saving on levy payments, as the pool would pay a levy on growth with the pool overall paying less in levy than the London tariff authorities would have paid individually.
- Based on the latest forecasts from July rolled forward (i.e. no real terms growth assumed next year), a non-pilot pool of all London authorities would produce a net financial benefit of approximately £25.4m. For Barnet the benefit is expected to be around £0.400m.

1.3.22 All the impacts described within this section are included within the MTFs presented at Appendix A.

Brexit

1.3.23 As highlighted in the P&R report from October 2019, whilst we await further detail, the refreshed MTFs assumes neither a positive or negative impact within the budget. The MTFs will continue to be refreshed using the prevailing economic

conditions. The council's budget and performance of Pension Fund assets are continually being monitored to manage any direct impacts. The Brexit Preparedness report which went to P&R on 3 October 2019, section 5.6, highlighted key implications to the Council as a result of economic factors. <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9851&Ver=4>

- 1.3.24 The council maintains reserves to insulate against sudden shocks and to provide sufficient time to respond to the changing environment. The government has also allocated funding to support local authorities with Brexit preparations; all London boroughs have received approximately £0.315m over the 18/19 and 19/20 financial years, with port authorities receiving additional funding.
- 1.3.25 The council does not currently rely on funding from EU grants and therefore does not need to develop an exit strategy for those funding streams. Having worked with the VCS organisations we have ensured that none of them are reliant on EU funding.
- 1.3.26 Barnet continues to monitor all developments and guidance in relation to Brexit and is ensuring the whole organisation is kept aware of potential impacts and that mitigations are identified and put in place as soon as possible. For further information on the wider potential impacts of Brexit on Barnet, these can be found in the following Brexit Preparedness report: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9851&Ver=4>
- 1.3.27 The UK and EU ratified a withdrawal agreement and entered a transition period to 31 December 2020. In this period the UK and EU will be negotiating new arrangements.

Service specific national, regional and local context

London Business Rates Pooling

- 1.3.28 Following Spending Round 19 and the deferment of the Business Rates Reset to 2021/22, Local Government will have one final opportunity to benefit from growth within the current retention system.
- 1.3.29 With only the original 2017/18 pilots being permitted to maintain their pilot status into 2020/21 and no new bids being accepted; the retention system for London boroughs will revert to pre-existing 67% scheme (37% GLA, 30% Barnet).
- 1.3.30 Non-pilot status pooling will, therefore, represent the best opportunity to maximise growth retained locally. London Councils have modelled the potential benefits of pooling in 2020/21 and it is estimated that Barnet will benefit by an additional £400,000 through being pool members. This has been included within the proposed MTFS.
- 1.3.31 London Councils Leaders Committee agreed on 8 October 2019 to continue with the pool into 2020/21 subject to the Mayor agreeing to forgo the GLA's share of

any net financial benefits. It was also agreed not to continue with the Strategic Investment Pot given the much lower sum of money likely to be involved.

1.3.32 The London pool has been agreed in principle by Leaders' Committee and the Mayor and will be designated in the provisional settlement.

1.3.33 January 2020 Council agreed delegation of responsibility to agree the arrangements for the London wide Business Rates Pool in the form of the Memorandum of Understanding to the Chief Finance Officer (S151) and this was subsequently submitted to the City of London as the administering body.

Adult Social Care

1.3.34 Funding for social care continues to be a national challenge. The Association of Directors of Adults Social Services (ADASS) 2019 Budget Survey reported that only 7% of directors are 'fully confident' of meeting savings and income generation targets in 2020/21. The Local Government Association (LGA) has expressed concern that the scope for further significant social care efficiency savings is limited. This concern was also identified by the Health Select Committee during its inquiry into the Impact of the Spending Review on health and social care.¹

1.3.35 The biggest concern in terms of financial pressure is cited as the "unit price for care packages to support people with increasing complexity of care needs". This is driven by increasing staffing costs as a result of national living wage increases (the uplift for national living wage is 6.2% in 2020/21), competition among commissioners for capacity in the care market, challenges in particular service types (e.g nursing care) and demographic pressure, both in terms of increasing overall numbers of adults requiring care and more adults living (longer) with multiple conditions and complex care needs. For example, in Barnet, life expectancy is high overall but people live on average 18 years in poor health.

1.3.36 As cited by the Adult Social Care Funding Briefing Paper to the House of Commons, the number of adults aged 85 or over, the age group most likely to need care, is rising faster than the overall population. The overall UK adult population grew by 8% between 2007 and 2017, while the number aged 85 or over rose by 25% in the same period. At the same time, services for working-age adults account for 58% of the current demographic pressures on adult social care budgets.²

1.3.37 There is also concern that funding pressures are making the care provider market increasingly precarious. In the ADASS Budget Survey 2019, 81% of Directors of Adult Social Services reported that care providers in their area were facing financial difficulties. 75% of councils (up from 66% last year) reported that providers in their area had closed, ceased trading or handed back contracts in the six months to June 2019.

1.3.38 National financial pressures are reflected in Barnet, where we see increased cost-pressures year on year due to an increase in the numbers of new individuals

¹ https://www.adass.org.uk/media/7275/adass-budget-survey-report-2019_sans-embargo.pdf

² <https://researchbriefings.files.parliament.uk/documents/CBP-7903/CBP-7903.pdf>

receiving care, reduced numbers of people leaving / stopping care (therefore longer overall care episodes), increasing complexity of care needs and cost pressures from inflation and market constraints. Between 2020 and 2035, the number of older people (aged 65+) in Barnet with learning disabilities is projected to increase from around 1,200 to nearly 1,800, a rise of 47%.^[3] It is also estimated that there are 4,294 people with dementia living in Barnet and by 2035 this figure is expected to increase to 6,806, which is an increase of 58.5%.^[4]poppi-pansi

1.3.39 Benchmarking updated based on (recently published) 2018/19 figures shows that Barnet was the 16th lowest spending authority on adult social care out of 152 England authorities per head of the population and the 10th lowest spending per person in receipt of care. This makes it likely that finding further savings are even more difficult to identify and deliver.

1.3.40 As referenced in the Adults and Safeguarding Quarter 2 (Q2) 2019/20 Delivery Plan Performance Report to this Committee in November, Barnet also achieves outcomes in adult social care better than or equal to comparator local authorities (LAs). This shows that overall value for money is good.

1.3.41 Following the closure of the Independent Living Fund (ILF) in June 2015, the government agreed to continue funding pre-existing ILF arrangements until the end of 2019/20, through the Former ILF Recipient Grant. The ministerial statement confirmed that the former ILF Recipient Grant will continue to be paid to local authorities in 2020/21.

1.3.42 The total value of the grant in 2020/21 will be maintained at the 2019/20 value of £161m, with the same approach to individual local authority allocations.

Children's Social Care and Education

1.3.43 In April and May 2017, Children's services in Barnet were judged by Ofsted to be inadequate when they undertook an 'Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board'. The council fully accepted the findings of the report and has been working collectively with the partnership to drive the improvements needed to transform services for children, young people and their families from inadequate to good. In June 2017, the Policy and Resources Committee agreed to invest an additional £5.7m in Family Services. This investment in additional resources has seen a significant decrease in caseloads and increase in management oversight, in order to deliver safe, high quality practice.

1.3.44 During the local authority's last inspection in May 2019, which was under the Inspecting Local Authority Children's Services (ILACs) framework, services in Barnet were judged to be good across all criteria.

1.3.45 The challenging financial climate in which the Service is operating requires a focus on ensuring that resources are deployed effectively to deliver the key outcomes and priorities for the committee.

^[3] Source: POPPI & PANSI national datasets

^[4] As above

1.3.46 The Children's, Education & Safeguarding Committee is also responsible for education services. The Dedicated School Grant (DSG) is ringfenced to fund education in schools within the borough. It is split into four blocks: schools block, high needs block, central schools services block and early years block. There are regulations and statutory guidance prescribing how the funding can be used to ensure a minimum funding guarantee to schools. In previous years if there was a shortfall in funding in the DSG, the council could decide to use funding from its general fund to meet this shortfall. However, from 2020/21 there is a requirement that a deficit in the DSG must be carried forward to be dealt with from future DSG income, unless the Secretary of State authorises the local authority not to do this.

1.3.47 There is increasing pressure on high needs block ("High Needs") budgets across the country, as a result of demographic growth, the increasing complexity of needs and the impact of the government's special educational needs reforms (in particular extending educational provision for pupils with special educational needs from 0 to 18-year olds to 0 to 25-year olds). For 2020-21, it is expected there will be an additional £700m allocated for SEND. The share for Barnet was expected to be confirmed mid-December however this is now likely to be in January following the General Election.

Future trends

1.3.48 Barnet is forecast to have the largest number of children of any London borough by 2020.

1.3.49 The population of children and young people in Barnet is estimated to grow by 3% between 2018 and 2025, when it is projected to reach 101,875.

1.3.50 Projections suggest that by 2025, the population of children and young people in Colindale will be the highest of any ward, although the wards with the highest proportions of young people aged 0-19 years old in 2025 are projected to be: Golders Green (32%), Edgware (30%) and Burnt Oak (29%).

1.3.51 The overall number of children and young people with SEN statements or Education, Health and Care Plans rose by 26% between 2014 and 2017 and is expected to rise by a further 20% between 2017 and 2025.

Housing and Growth

1.3.52 The Council has demonstrated commitment to growth and development through adoption of the Growth Strategy at Housing and Growth Committee on 27 January 2020. The strategy sets out five key themes and 20 objectives to ensure that we build a great place to live in, work in, study in, and visit; a Barnet that is fit for the future.

1.3.53 The Council's guiding principles will secure healthy, resilient and cohesive communities through sustainable development, by increasing housing supply, investing in our economy, and delivering infrastructure to address the needs of a changing population; whilst capitalising on the development to maximise the benefit for residents and help the council meet savings.

1.3.54 The Council's Local Plan was approved for Regulation 18 consultation at Policy and Resources Committee on 6 January 2020 providing the policy framework

and site allocations for future growth and development in Barnet, and committing to a housing delivery target of 46,000 homes by 2036 based on the Council's own assessment of housing need for the borough. This translates into a target of just over 3,000 homes per annum.

- 1.3.55 The current London Plan provides a housing target for Barnet, which stands as 2,349 new homes per annum as set out in the 2015 London Plan.
- 1.3.56 Although, nearing the end of a full review, the draft replacement London Plan is expected to set a revised housing target, once adopted, of 35,500 new homes (2,364 per annum). The MHCLG housing target for Barnet, using the Government's standard methodology, is 4,126 new homes per annum and informs the Government's Housing Delivery Test (HDT).
- 1.3.57 The Government's HDT provides a measure of housing delivery based on the preceding three financial years. Despite a high overall level of delivery, as it was below 95% of the housing requirement, a Housing Delivery Action Plan (HDAP) was required to be published, in September 2019.
- 1.3.58 Barnet's HDAP provides analysis, including barriers to delivery, and identified actions to reduce the risk of further under-delivery. Highlighted measures have been carried through into the Growth Strategy Delivery Plan to confirm and resource a commitment to the measures identified to address the shortfall.
- 1.3.59 The Council's Budget includes assumed savings and income from future development, and allocates budget for 2020/21 to help facilitate growth. This will enable the delivery plans and proposals in recently approved strategies and plans to better support and help deliver planned growth.

North London Waste Authority (NLWA)

- 1.3.60 The existing energy from waste facility at Edmonton EcoPark has been operating for over 50 years and is one of the oldest facilities of this type in Europe, and the current payments for disposing of our waste are low compared to other areas of London. The Secretary of State for Business, Energy and Industrial Strategy granted a Development Consent Order for NLWA to build a replacement energy recovery facility and associated development at the Edmonton EcoPark in February 2017. The building of the new energy recovery facility and associated works are known as the North London Heat and Power Project (NLHPP) www.northlondonheatandpower.london.
- 1.3.61 The NLWA levy costs are projected to increase significantly in future years as a result of the NLHPP, which will replace the existing energy from waste facility which is coming to the end of its life. NLWA has agreed that the energy recovery facility will be funded through direct public borrowing and will be operated by its contractor, LondonEnergy Limited. The increases in the levy are subject to the NLWA finalising its funding strategy and therefore in order to avoid the shock of sudden large increases in future years, the council set a financial strategy of setting aside a £1m increase per year for the next 6 years. This will be kept under review to ensure adequate resources are aligned to meet this pressure.

1.4 Barnet's approach to the financial challenge

- 1.4.1 Barnet, like all Local Authorities, has been dealing with constrained funding levels for a number of years. The council has been open to new ways of doing things and working closely with partners across the public, private and voluntary sectors. It is vitally important that Barnet continues this approach to ensure that it is well placed to meet current and future challenges, and continues to be a successful London borough.
- 1.4.2 In order to respond to the financial challenges caused by increasing demand, the council has redesigned its financial strategy to suit the environment within which it now operates. This redrafted strategy is designed to ensure resources are targeted towards the council's priorities and can be found in more detail within section 1.5 of this report.
- 1.4.3 The approach can be summarised into three strands:
- Building in resilience to economic shocks, insulating from the requirement for sudden cuts to vital services;
 - To properly fund priority services to achieve the best possible outcomes within the funding available and actively disinvest where this is not the case;
 - To ensure sufficient funding is made available for on-going transformation and long-term changes.
- 1.4.4 The scale of the ongoing financial challenges means the way we deliver our services will continue to change and there will be some difficult choices to make to ensure that savings and income generation plans are achieved, but not at the expense of delivering quality services and protecting our most vulnerable residents.
- 1.4.5 Through using the proceeds of growth to invest in our borough's infrastructure, we are ensuring the sustainability of the council by laying the groundwork for future (local) income generation. For 2020/21 the council has worked hard to invest over £20m into its services next year whilst simultaneously removing the use of reserves to support the budget. The council's significant savings and income generation programme ensures that there are sufficient resources to reinvest in priority areas. This process ensures that funds are targeted to the areas which residents need and value the most.

Theme Committee Savings and income generation proposals

- 1.4.6 To address the budget gap identified between 2020-25, theme committees have previously been asked to consider a programme of savings and income generation proposals for the five-year period 2020-25. Due to purdah restrictions being in place during this budget setting round, Policy and Resources Committee has been the sole committee considering savings and income generation proposals for recommendation to Full Council.
- 1.4.7 The savings and income generation proposals have been fully recognised within the MTFs however, there are potential delivery risks which will be managed as plans progress.

1.4.8 The savings and income generation proposals identified by theme committee portfolios are as below:

	20/21	21/22	22/23	23/24	24/25	Total
Theme Committees	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	5,317	1,071	942	542	0	7,872
Housing & Growth	2,836	1,866	1,518	1,640	913	8,773
Children, Education & Safeguarding	2,719	1,009	1,404	1,509	0	6,641
Community Leadership & Libraries	0	0	0	0	0	0
Environment	4,226	1,550	900	500	0	7,176
Policy & Resources	1,789	470	434	292	0	2,985
Health & Wellbeing Board (Public Health)	424	310	350	352	0	1,436
Total	17,311	6,276	5,548	4,835	913	34,883

1.4.9 Public Health MTFs efficiencies will be achieved through the allocation of Public Health Grant to services in the council that address wider determinants of health and through this deliver public health outcomes, such as community safety and leisure and open spaces.

1.4.10 The detailed savings and income generation plans are included at Appendix E.

Fees and Charges

1.4.11 Theme committees have considered the level of Fees & Charges within their portfolios and a full schedule of fees and charges for 2020/21 is set out in Appendix G for noting.

Budget Sign Off

1.4.12 To promote and re-enforce good financial management and to satisfy an internal audit recommendation, Budget Holders, Directors and Executive Directors will be asked to physically sign-off their budgets to certify that they understand their budgets and the savings and income generation they need to achieve and acknowledge their responsibilities under the council's financial regulations. The finance team will provide all budget holders with a document detailing their future year budgets and a reconciliation of how this has moved from the current year. This will be accompanied with an extract of the Financial Regulations which details their responsibilities concerning budget management. The Council Management Team will receive information on any non-compliance and this will be reported to a future Policy & Resources Committee for consideration.

1.5 Financial Strategies

Overarching financial strategy

1.5.1 The Policy and Resources Committee approved the financial strategy below for recommendation to Full Council. The financial strategy contained within this document has been produced in line with these principles.

- The council will set a legal budget, balancing recurrent expenditure with estimated income within the medium term in order that the council has a sustainable financial position;
- The council will 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;
- A level of sustainable reserves will be maintained, this will be defined by the Section 151 officer during the budget setting process, considering prevailing risks and opportunities. For 2020, this has been identified as £15m for general fund balance and £30m for earmarked non-ringfenced revenue reserves;
- The council will seek to build resilience to economic shocks and insulate from the requirement for sudden cuts to vital services;
- The council is happy to use reserves to invest in one-off investment or transformation requirements but not to the point of the organisation being in distress;
- The council will ensure it has sufficient funding for on-going transformation and long-term changes;
- The council will provide a realistic amount of funding to support increasing demand, quickly addressing ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- The council will achieve the best possible outcomes within the funding available;
- The council will ensure that budgets are aligned to its Corporate Plan objectives and that it will actively disinvest where this is not the case;
- The council will understand the implications of growth and ensure that both the reward and the increased costs to services are recognised, and;
- The council will act lawfully and comply with regulations, ring fences and accounting rules.

Review of the Medium Term Financial Strategy (MTFS)

MTFS Summary

1.5.2 The MTFS presented to this Committee has removed the expectation of funding from reserves and now projects forward an additional year to 2024/25. After a review of cost pressures, funding and the deliverability of savings and income generation, over the five years to 2024/25, additional proposals for savings and income generation of £36.830m are required in order to live within the expected income levels. This represents a total requirement of £71.713m. Theme committees have previously recommended saving and income generation proposals to Policy & Resources totalling £35.129m over the period 2020-2025. Officers have reviewed these proposals following the period of budget consultation.

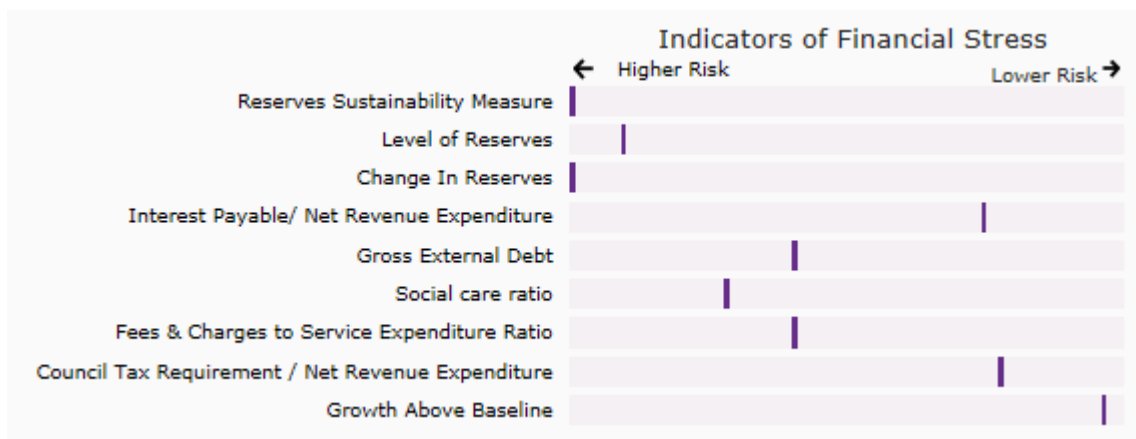
1.5.3 As a response to feedback in the consultation and to continue to support the sector and our residents we've removed the saving relating to the Voluntary Sector Development support contract. We will instead undertake a review as to how the VCS operates within Barnet. This saving totalled £0.246m over the MTFS (originally profiled £0.032m (20/21); £0.107m (21/22); and £0.107m (23/24). The removal of this saving (which will now be funded from the

contingency budget) has reduced the total identified saving and income generation proposals across the MTFS period to £34.883m.

- 1.5.4 The MTFS includes significant additional funding towards service pressures and growth. This is intended to resolve the carried forward budget deficits together with meeting the growth in costs associated with increasing demand. Cost increases as a result of pay and non-pay inflation are also included in the MTFS.
- 1.5.5 The MTFS presents a balanced position for 2020/21 whilst simultaneously investing in excess of £26m in meeting pressures, funding growth and allowing for inflation and pay awards. The council’s management team believe that this level is sufficient within which to manage service risks and achieve the outcomes required within the Barnet 2024 Corporate Plan.
- 1.5.6 Colleagues from across the council are reviewing options (through working collaboratively across services to deliver the council’s Corporate Priorities) to deliver savings and generate income to plug the remaining gap for 2021/22 onwards.

CIPFA Resilience Index

- 1.5.7 In December the Chartered Institute of Public Finance & Accountancy (CIPFA) published its financial resilience index. The institute had originally planned to publish a composite measure which would have rated a council’s financial health relative to that of other authorities. Following feedback from the sector, the index has been revised yet it remains a crude, one size fits all set of indicators.
- 1.5.8 The graphic below displays the output of the index for the London Borough of Barnet. As can be seen, the authority is shown to have a lower risk in areas such as its level of debt, Council Tax income and reliance on growth within Business Rates. The index highlights Barnet as having one of the highest rated risks in relation to its reserves and movement thereof.



- 1.5.9 The two indicators with the highest risk scores are driven by the in-year reduction in reserves in the year 2018/19. This reduction of £12m included the one-off use of Community Infrastructure Levy balances (£18m) to fund the two new leisure facilities within the borough. In respect of the critical measure of non-ringfenced revenue reserves, the council actually contributed nearly £8m to reserves,

primarily driven by the Capita commercial settlement contribution and the recognition of a surplus on the Collection Fund. Therefore, taking in to account the wider context of the organisation, the risk associated is much less than the index portrays. This has successfully led to the MTFS being presented for approval, requiring no use of reserves in order to set the 2020/21 budget.

1.5.10 Whilst these measures of resilience can be explained as one off events, the council is not complacent when considering its financial position. The overall level of reserves held by the council is towards the ‘Higher Risk’ end of the scale. The Chief Financial Officer had previously recognised that the anticipated level of reserves was reducing and has set the organisation a ‘red line’ above which reserves should be maintained. This is in addition to the £15m General Fund Balance. The MTFS recommended within this report achieves that objective.

1.5.11 The financial position and prognosis of the organisation is described within this report and the Chief Financial Officer’s view of the robustness of the budget can be found within section 1.8 of the document.

MTFS Savings and income generation proposals

1.5.12 To address the budget gap identified between 2020-25, theme committees have previously considered a programme of savings and income generation for the five-year period 2020-25. Purdah restrictions as a result of the 2019 General Election meant that the Policy and Resources Committee will consider MTFS savings for recommendation to Full Council. £34.883m of savings and income generation proposals have been identified over the MTFS period, of which £17.311m fall in 2020/21.

1.5.13 Savings and income generation proposals by theme committee are shown in section 1.3.8 and detailed plans are included at Appendix E.

Assumptions contained within the MTFS

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

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

Item	2020/21	2021/22	2022/23	2023/24	2024/25
Business Rates Multiplier (CPI)	1.70%	1.70%	1.70%	1.70%	1.70%
Council Tax Increase	1.99%	1.99%	1.99%	1.99%	1.99%
Social Care Precept Increase	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in Council Tax Base (No of Band D Equivalents)	2,253	1,317	1,507	1,222	1,232
Revenue Support Grant (£m)	6.28	3.85	3.85	3.85	3.85
Expenditure Inflation	1.90%	1.90%	1.90%	1.90%	1.90%

Employee Pay Award*	2.00%	2.00%	2.00%	2.00%	2.00%
Borrowing Rates – Long Term	3.50%	3.80%	4.00%	4.00%	4.00%

* Lower paid staff are likely to receive a greater pay award rate

New Homes Bonus (NHB)

1.5.16 As detailed in 1.3.16 the Government is intending to look again at the New Homes Bonus and explore the most effective way to incentivise housing growth.

1.5.17 The Government has advised that it is intending to look again at the New Homes Bonus and explore the most effective way to incentivise housing growth. As the roll forward is for one year, with any funding beyond 2020-21 subject to the 2020 Spending Review and potential new proposals, the government have confirmed that new allocations in 2020-21 will not result in legacy payments being made in subsequent years on those allocations.

1.5.18 At present our assumption is that New Homes Bonus overall will remain flat, in whatever form the funding is provided to the council. If this is not the case then the MTFS will need to be updated to reflect decisions made.

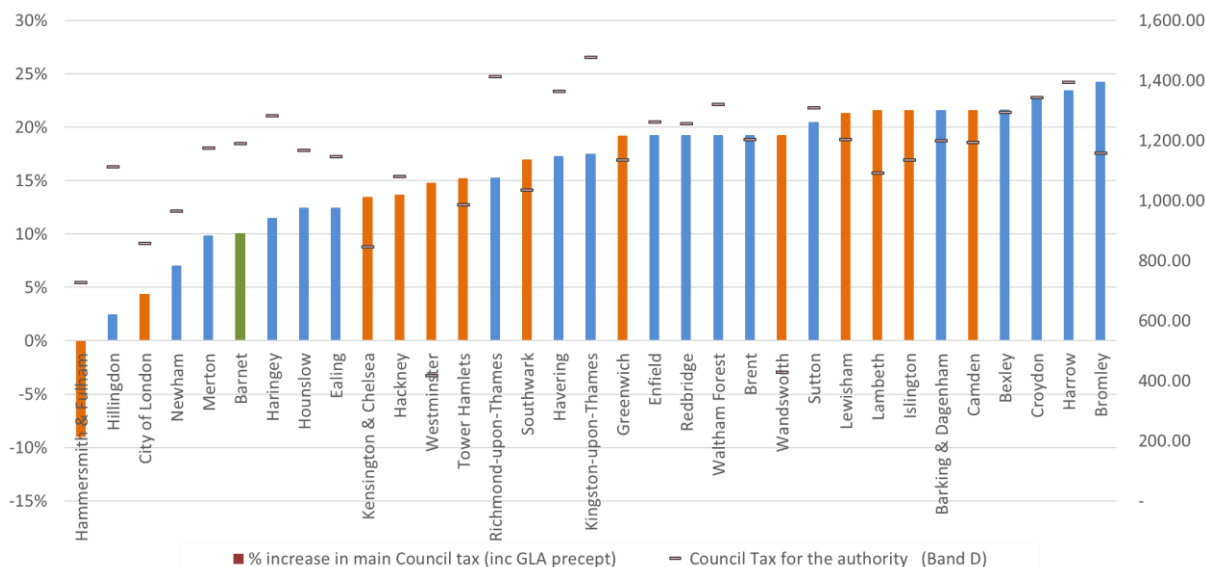
Council Tax

1.5.19 The council needs to ensure that it has adequate resources to meet its statutory and mandated 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. The MTFS approved by Council in March 2019 included the assumption of a 2.99% increase in each year in order to support front line services.

1.5.20 As explained in paragraph 1.3.16, the Government has reduced the council's ability to raise general Council Tax from a maximum of 2.99% to 1.99%. This reduced rate has reduced funding in the MTFS by around £1.8m per year of the MTFS.

1.5.21 Also announced within the spending round was a consultation on the reintroduction of a Social Care Precept - allowing local authorities to raise up to 2% (£3.6m) specifically to fund pressures within Adult Social Care. This has been assumed to be allowed each and every year within the MTFS. If this flexibility is not allowed in future years then the MTFS will need to be updated to reflect that scenario.

1.5.22 The graph below shows that over the last 10 years Barnet has had the 6th lowest cumulative Council Tax increase together with an absolute Council Tax rate which is below that of most other outer London boroughs.



1.5.23 The MTFS includes the use of the maximum Council Tax increase (1.99%) and social care precept (2%).

Council Tax Base

1.5.24 Calculating the Council Tax base is an important step towards setting the basic amount of Council Tax. The detailed Council Tax base schedule is included at Appendix C1 and C2. The Chief Finance Officer, under delegated powers, has determined the 2020/21 Council Tax base to be 147,813 (Band D equivalents), the calculations are shown in the following table:

Council Tax Base	2019-20	2020-21
	Band D Equivalents	Band D Equivalents
Total properties (per Valuation List)	174,811	176,599
Exemptions	-2,866	-3,275
Disabled reductions	-115	-120
Discounts (10%, 25% & 50%)	-27,869	-25,277
Adjustments	3,806	2,129
Aggregate Relevant Amounts	147,767	150,055
Non-Collection (1.5% both years)	-2,215	-2,252
Contributions in lieu from MoD	8	9
	145,560	147,813

Council Tax Rate

1.5.25 Within the provisional Local Government Finance Settlement, the Government confirmed that the level that it considers excessive for general Council Tax increases in 2020/21 is 2%. Should the Council wish to raise the level by that

amount or above, a referendum of the local electorate must be held. For 2020/21 a 1.99% increase has been included in the MTFS.

1.5.26 In addition, the Government confirmed that local authorities with responsibility for adult social care could apply an adult social care precept of 2% on top of the core principle. For 2020/21 a 2% increase has been included in the MTFS.

BUDGET	2019/20 Original	2019/20 Current	2020/21 Original
	£	£	£
Total Service Expenditure	298,516,880	301,098,231	309,235,431
Contribution to / (from) Specific Reserves	(4,221,436)	(5,357,436)	0
NET EXPENDITURE	294,295,444	295,740,795	309,235,431
Other Grants	(47,399,000)	(48,844,351)	(54,307,927)
BUDGET REQUIREMENT	246,896,444	246,896,444	254,927,505
Business Rates Retention	(68,600,000)	(68,600,000)	(40,553,935)
Business rates top-up	0	0	(19,810,294)
BUSINESS RATES INCOME	(68,600,000)	(68,600,000)	(60,364,230)
RSG	0	0	(6,283,212)
Collection Fund Adjustments	0	0	0
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	178,296,444	178,296,444	188,280,062
Greater London Authority - Precept	46,653,436	46,653,436	49,084,263
COUNCIL TAX REQUIREMENT	224,949,880	224,949,880	237,364,235

BASIC AMOUNT OF TAX	1,224.90	1,224.90	1,273.77
GLA TAX	320.51	320.51	332.07
TOTAL COUNCIL TAX (BAND D EQUIVALENT)	1,545.41	1,545.41	1,605.84

1.5.27 The provisional Greater London Authority (GLA) precept is £49,084,263 making the total estimated demand on the Collection Fund and Council Tax requirement £237,364,235.

Barnet's Council Tax Requirement	£188,280,062
Greater London Authority	£49,084,263
Total Requirement for Council Tax	£237,364,235

1.5.28 Should the proposed 1.99% increase in Council Tax rate be applied, the Council Tax for Barnet each category of dwelling will be:

Council Tax Band	Barnet	GLA	Total
A	849.18	221.38	1,070.56
B	990.71	258.28	1,248.99

C	1,132.24	295.17	1,427.41
D	1,273.77	332.07	1,605.84
E	1,556.83	405.86	1,962.69
F	1,839.89	479.66	2,319.55
G	2,122.95	553.45	2,676.40
H	2,547.54	664.14	3,211.68

1.5.29 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.

Service Pressures & Growth requests

Service Pressures

1.5.30 As part of the budget setting process, council services were consulted on the pressures that they expect to either carry forward or to emerge over the MTF5 period. These included on-going un-funded 2019/20 pressures, forecasts for increases in demand or other pressures as they are identified. £16.7m of pressures were identified, and, given that all the requested pressures may not materialise, the council's management team recommend that the MTF5 assumes funding for 90% of these as detailed below.

Item	Revised Pressures Funding
Variable storage and Office 365 costs	45
HR Transformation (including trade union time)	360
Customer Services & Digital - out of hours calls	72
Organisational Development (TW3 ii)	225
CE: Implementation and ongoing costs for Integra & Additional finance support	27
Document Solutions mark-up income	693
Policy & Resources	1,422
Housing General Fund - Temporary Accommodation	270
Additional Security Pressures across the estate	126
Estates pressures; cyclical repairs, reactive repairs & maintenance (incl fly tipping clearance)	630
Brent Cross income shortfall	699
Housing & Growth Committee	1,725
Winter Gritting	180
Streetscene - Investment into Street Cleansing	450
Streetscene - Waste & Recycling	1,170
Environment Committee	1,800
19/20 demand led pressures	3,149
Increase in complexity of Adult Social Care Packages	990
Transitions cases from Childrens Services to Adults	2,880
Adults & Safeguarding Committee	7,019
Demographics and complexity (placements)	990
Special Guardianship Orders	54
No Recourse to Public Funds cases within Family Services	270
Unaccompanied Asylum Seeker Children moving into Care Leaving Services	270

Staffing - agency, following reduction for recharge	405
Placements for 18-25-year olds	270
IT pressures within Family Services	63
Legal costs across social care and education	270
Reduction in schools' central block funding for historical commitments	87
Children, Education & Safeguarding	2,679
Community Safety	221
Libraries – rates and security	144
Community Leadership and Libraries	365
Total Pressures funding	15,010

Growth – investment in service development

1.5.31 The council is committed to investing in the development of services and departments were also canvassed for funding to invest in growth. The table below summarises the amounts requested by services and the recommended items to be funded. £1.425m of this funding of pressures is included within the MTFS presented at Appendix A. The £0.090m investment in sexual health prevention is being invested to manage demand and will be funded from Public Health reserves.

Theme Committees	Description	20/21
		£'000
Housing & Growth	Resource to support investing in growth, development and income generation	975
Children's, Education & Safeguarding	Caseloads/staffing 0-25: investment in Autism related work	360
Public Health	Sexual health prevention (funded from Public Health reserves)	90
Total Investment in Services		1,425

Inflation Funding

1.5.32 Funding for both pay and non-pay inflationary pressures has been allocated to 2020/21 service budgets from the outset and should help to reduce uncertainty around funding available for increased staff costs and contract related spend. This will enable services to plan accordingly and be fully funded to deliver services.

1.5.33 Pay Inflation has been allocated based on 2.73% of 2020/21 pay-related budgets (2% for all services except StreetScene which experiences a higher increase due to the mix of pay grades).

1.5.34 Non-Pay Inflation has been allocated based on 20/21 net non-pay budgets at the current CPI rate (1.9%). For CSG and Cambridge Education, non-pay inflation has been based on 1.9% of 20/21 contract costs.

Contingency

- 1.5.35 The contingency budget is a useful tool in the effective financial management of an organisation. It provides a mechanism to allocate additional funding on a temporary or permanent basis during the financial year. This allows the recognition and funding of costs over and above those included within the council's base budget. It is a more appropriate mechanism than the use of one-off funding, such as reserves, in meeting the costs of pressures as it enables the council to 'live within its means' both in the short and longer term. This therefore supports the delivery of the organisation's overall financial strategy.
- 1.5.36 The proposed MTFs allows a general, uncommitted contingency of around £3.9m in 2020/21. For the years 2021/22 onwards, this rises substantially to recognise the inclusion of a risk factor around the saving and income generation plans. This approach has been taken to recognise that some of the proposals are at an early stage of development. As the MTFs is reviewed in future periods, these amounts will be considered against the prevailing risks to delivery.

Other key areas of council funding

Other key areas of funding sources for the council are as follows:

Better Care Fund / Improved Better Care Fund (IBCF)

- 1.5.37 The preliminary 2020/21 Barnet BCF allocation is £38,208,041 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. The grant remains at the same level as 2019/20 except the increased CCG contribution (£1.4m). For 2020/21, the Winter Pressures Grant allocation has been rolled into the Improved Better Care Fund. The fund has previously received inflationary increases of 1.9% in 2018/19 and 5.3% in 2019/20 towards the increasing costs of service provision. There is no inflationary increase in the 2020/21 iBCF allocation.
- 1.5.38 In 2019/20 the Council was allocated £7.5m of the total BCF funding towards the protection of social care. The amount transferred to councils from the BCF for social care is a mandatory amount set for local CCGs by NHS England. Detailed planning guidance for 2020/21 has not been issued at the time of writing however, 2020/21 is anticipated to be a continuation year, with similar requirements to the current year.
- 1.5.39 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 budgets to meet the objectives of the pooled fund.
- 1.5.40 The success of the BCF and therefore the pooled budget is measured through the achievement of target performance in levels of emergency hospital

admissions, delayed transfers of care, admissions to residential and nursing homes and the effectiveness of reablement.

1.5.41 The core elements of the BCF plan are services provided for frail and older people and those with long term conditions (LTCs) such as: rapid response team, seven-day services, community equipment, support to care homes delivered by the Care Quality Team and prevention services. 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.

Dedicated Schools Budget (DSG)

National Context:

1.5.42 Spending Round 2019 confirmed an annual increase of £2.6 billion in schools funding for 2020/21, £2.2 billion for 2021/22 and £2.3 billion for 2022/23, totalling £7.1 billion between 2020/21 to 2022/23. As part of the overall increase, it was announced that an additional £700 million of High Needs funding will be allocated to support children and young people with special educational needs and disabilities (SEND) in 2020/21. In December 2019, the Queen's Speech reaffirmed the Government's commitment to increase school spending, specifically per pupil funding.

1.5.43 Schools budgets are funded mainly via a ring-fenced Dedicated Schools Grant (DSG) with funding being allocated through four funding blocks as shown below:

- **Schools Block:** allocates funding for pupils in Reception to Year 11 in state-funded mainstream schools and academies.
- **Early Years Block:** funds early education entitlements for 2, 3 and 4-year-olds in private, voluntary and independent settings, maintained nursery schools and school nursery classes. The funding for 2-year olds is specifically for pupils from households with low incomes.
- **High Needs Block:** supports provision for vulnerable children and young people, mainly those with special educational needs and disabilities (SEND) from their early years to age 25, enabling both local authorities and institutions to meet their statutory duties under the Children and Families Act 2014.
- **Central Services Block (CSSB):** The CSSB receives funding for central functions local authorities carry out on behalf of maintained schools and academies. It allocates funding for two purposes: ongoing responsibilities and historic commitments.

1.5.44 On 19 December 2019, the Department for Education (DfE) published the 2020/21 schools, central schools' services, high needs and early years funding allocations through the Dedicated Schools Grant (DSG).

1.5.45 Post 16 Funding for 6th Forms is not received as part of the DSG as per table 1. Final figures Post 16 funding for 2020/21 will not be known until July 2020, but is estimated to be £5.209m.

1.5.46 The indicative DSG budget for 2020/21 by block is set out in Table 1 below:

Table 1 – DSG Allocations and the Indicative Schools Budget	Schools Block	High Needs Block	Early Years Block	Central Block	Total DSG
	£m	£m	£m	£m	£m
Budget Monitoring as at December 2019	143.407	45.169	28.928	2.183	219.687
Add: Academy Funding	111.457				111.457
Add: Funding for places at Academies		4.882			4.882
2019/20 Gross DSG as at December 2019	254.864	50.051	28.928	2.183	336.026
Movement from 2019/20					
Growth Fund, premises and NNDR allocation	0.884				0.884
Additional pupil funding - unit of funding increase	6.505			0.033	6.538
Pupil growth	3.380			0.018	3.398
Additional Funding / (Reduction)		4.496	0.376	-0.093	4.779
2020/21 Gross DSG Block as announced	265.633	54.548	29.304	2.141	351.626
Less: Academy Funding (Recoupment - confirmed in March 2020)	-116.078				-116.078
Less: Funding for HN places at Academies		-4.868			-4.868
2020/21 Net DSG Income	149.555	49.680	29.304	2.141	230.680

1.5.47 The allocation for the Schools Block is based on October 2019 school census data. A Minimum Funding Guarantee of +1.84% means that every Primary or Secondary school will receive at least this percentage increase per pupil through the formula in 2020/21 than it did in 2019/20. In addition, each primary school is guaranteed a minimum of £3,750 per pupil and each secondary school is guaranteed to receive at least £5,000 per pupil.

1.5.48 **Schools Block** - The 2020/21 SB Income is based on the following rates:

- £4,512.29 Primary unit of funding based on 29,947 primary pupils (October 2019 census)
- £5,869.37 Secondary unit of funding based on 21,305 secondary pupils (October 2019 census)
- £5.456m of funding for Pupil Growth and Mobility (Formulated); Premises (Based on historic spend and not adjusted for inflation).
- **TOTAL = £265.633m**

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

- £50.893m - Actual High Needs NFF allocation
- £3.098m - based on a £4,450.58 per pupil with Area Cost Adjustment (ACA) weighted base rate * 696 (pupils in special schools/academies based on the October 2019 census)
- £0.414m - Import/export adjustment £6,000 * 81.5 (net imported) pupils
- £0.144m – Additional High Needs Funding
- **TOTAL = £54.548m**

1.5.50 This represents a minimum 8% increase per head of 2-18 population on baseline funding in 2019/20. The final import/export adjustment (£4.868m net imported pupils in Barnet) data will be amended based on January 2020 school and Further Education providers' High Needs pupil census data.

1.5.51 **Early Years Block** – The EYB is estimated using early years numbers taken from the Early Years and Schools census in January 2019. An update to the 2019/20 EYB allocation will be made once the January 2020 Early Years and Schools census numbers are finalised. The Proposed funding rates for 3 to 4-year olds for 2020/21 increase to £5.23 base rate per hour, £1.60 IDACI rate, giving a notional overall rate of £5.51 per hour per provider. This is an 1.3% increase as compared to 2019/20, in line with the growth in overall funding for 3 to 4-year olds for 2020/21. The funding rate in 2020/21 for disadvantaged 2-year olds will be £6.00 in line with income rate. The authority will continue to retain 5% of funding for central early years expenditure in line with the DSG regulations.

1.5.52 **Central School Services Block** – The provisional 2020/21 CSSB for Barnet includes the following:

- £1.770m – allocation for ongoing responsibilities (includes retained duties, admissions, licensing and schools' forum administration)
- £0.371m – Historic commitments allocation
- **TOTAL = £2.141m**

Allocation of budgets to Schools, Settings and Institutions:

1.5.53 The DfE allocates funding to Local Authorities(LAs) using the National Funding Formula(NFF). LAs in turn distribute funding to Schools, Settings and Institutions on the basis of local formulations and agreements. In the case of the Schools Block, LAs are not compelled to follow the NFF for 2020-21 but Barnet's local formulation matches that of the NFF.

1.5.54 For the Early Years Block there is a strict NFF requirement to allocate at least 95% of the hourly funding rate to settings for 3-4 year olds; 2 year old funding is paid out at 100% of the hourly funding rate. Barnet's formula matches these requirements.

1.5.55 For the High Needs Block there is LA discretion over place funding, top up and commissioning arrangements. For Barnet, these are published via the Local Offer which is available on the Barnet website. The Local Offer helps children and young people with Special Educational Needs and/or Disabilities and their families find information and support across the Barnet local area.

Public Health Grant

- 1.5.56 Public Health (PH) Grant will continue to be ring-fenced beyond April 2020, until further notice. There is an anticipated national PH Grant uplift in 2020/21 of approximately 2.8% but an exact percentage is still to be confirmed. It is expected that this increase will fund new sexual health treatments introduced in October 2019, Healthy Early Years and Healthy Schools Programme, Perinatal Mental Health and The National Diabetes Prevention Programme currently funded from the existing PH ringfenced reserves.
- 1.5.57 The Public Health Grant currently funds statutory and non-statutory services such as sexual health, Healthy Child Programme, drug and alcohol treatment, smoking cessation, resilient schools programme targeted to local needs and aimed at improving public health outcomes.
- 1.5.58 In recent years, decreases in spend in the core Public Health Grant, due to the national grant reduction, have been achieved via efficiencies and contract re-procurement. The Public Health Grant is also delivering public health outcomes through investment in voluntary sector prevention contracts in adult social care (£1.639m in 2019-20) and investment in early help for children (£1.464m in 2019-20). In future MTFS years, the Grant will support the delivery of public health outcomes through funding leisure activities, community safety and employment programmes.
- 1.5.59 The development of the new Health and Wellbeing Strategy is underway and its 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 of ill health and promotion of well-being across the whole Council and local NHS.

Risks to the MTFS

- 1.5.60 There are known risks which, due to an assessment of probability, have not been factored into the current MTFS. They recognise a possible outcome and not necessarily the likely outcome. The council is aware of these risks and will monitor each individual risk carefully. The council deliberately maintains a contingency budget to deal with unanticipated items. Should any of the risks listed below materialise, the contingency budget will be the primary mechanism with which to deal with it.
- 1.5.61 The risks identified are:
- **Demographic increases:** the MTFS factors in a significant increase in demographic pressures (both absolute population number and the characteristics thereof), however if the increases that services experience are more than this, then this could result in an overspend across those services impacted such as Adults, Children's and Housing;
 - **Temporary accommodation pressure:** there is an insufficient supply of affordable, local, temporary accommodation. The council is looking at

options to manage this, however there is a risk that the costs of this may exceed those provided for within the budget;

- **Non-pay inflation:** the current MTFs assumes an average 1.9% increase in contract spend, however inflation on some types of expenditure is estimated at 10%. If the average increase across expenditure and contracts exceeds 1.9%, this could result in an overspend across services;
- **Social Care Demand:** the MTFs includes nearly £10m of additional funding towards demand led services in addition to inflationary provision which will also be provided. Whilst this will meet the level of demand currently expected in 2020/21, examples from other areas have demonstrated that demand continues to exceed expectations. There is the risk that the significant additional funding set aside will not meet actual demand;
- **Finchley Lido:** structural remedial works on the roof at Finchley Lido. Phase 1 works are complete and Phase 2 remedial works, which will restore the Leisure Centre into full use, are in the process of being approved. The estimated cost is £0.423m which includes a contingency of £0.015m therefore the risk is that the costs exceed these values;
- **Fremantle Care workers (London Living Wage):** former Fremantle staff were TUPE transferred to YCB in July 2018. Some former Fremantle care workers that have been transferred to the Barnet Group may be being paid less than the London Living Wage (£10.75 per hour as at Nov 2019)). The Barnet Group policy is to pay all its workers at least the London Living Wage, subject to affordability, and a HR process is now required to review any changes to terms and conditions which will need to be considered.

Any decision about changes to terms and conditions for YCB employees is a decision for the Barnet Group Board and will be considered in the context of the Group's overall pay and reward strategy, employment policies and legislation. Officers in the Barnet Group supported by council colleagues, are working on this matter and a report will be presented to the Barnet Group Board in due course.

- **Oakleigh Road Depot:** remediation works have begun at the depot. The costs of which are expected to be borne by the contractor, however there remains the risk that there could be some irrecoverable costs incurred which must be found through the council's funds;
- **Recession:** Should the wider economy experience a recession there are a number of potential impacts on the council. These will be managed as far as possible through the contingency budget. The council's MTFs is refreshed on a regular basis and future updates will take account of prevailing economic conditions. Sensitivity analysis in relation to any potential economic recession has been performed at a desktop level using crude indicators and a summary of these impacts is included below:

Risk	Impact
Reduction in business rates	1% reduction in rateable value = £0.580m The maximum reduction is limited to £3.2m by the safety net system
Increase in hardship/discretionary allowances	The council currently spends £21.4m on its Council Tax support scheme and approximately £0.240m on Business Rates hardship cases. It is extremely difficult to estimate an impact in this area.
Reduction in fees and charges	A 1% reduction in Fees and Charges would result in a £0.450m loss of income.
Inflationary costs	A 1% increase in costs will result in approximately £1.8m in additional costs to the council however some costs will be more insulated than others. Costs such as fuel, for example, could experience significant volatility.
Interest rates	A 1% change in interest rates would result in a variance in Capital Financing charges of approximately £4m per year by the end of the MTFS period. In times of a recession, interest rates are generally subdued, however there can be volatility depending on the economic levers used by the Government to manage the economy overall.
Increased demand for council services	During times of recession, the demand for Public Sector services increases. It is difficult to provide an estimate of the likely impact however the effect is most likely to impact services such as welfare support (including employment support), mental health services and housing.
Changes in property prices	There is a risk of reduced capital receipts as a result of downward pressure on property values due to a subdued market. The converse opportunity is that capital outlay to purchase assets could be reduced.
Currency fluctuations	A weakening of the Pound could cause additional costs to capital projects where goods or services are provided in international currencies. A 1% depreciation in the Pound against the Euro will cost an additional £11,800 per £1m of international currency spend. Conversely, an appreciation of the same level will provide a reduced cost of £11,800 per £1m of spend.

- No benefit or dis-benefit has been assumed in the MTFS for the **Fair Funding Review** (expected to be 2021/22);

- 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 2021/22).
- **Grants**
 - **Social Care Funding:** there are uncertainties around social care funding. Social Care grants have been outlined on an ad-hoc basis and so there is a “funding cliff-edge” for post-2020/21. In the MTFS, it has been assumed that the 2020/21 estimated level of £7.8m for Barnet (announced as part of the additional £1bn for adult and children’s social care in September 2019 review) will continue into future years as a result of the pledge made in the Conservative General Election manifesto.
 - **Savings predicated on grant funding:** Savings plans within Children, Education & Safeguarding Committee include:
 - £0.200m through the better use of grant funding e.g. Troubled Families grant, Youth Justice grant and Trusted Relationships grant.
 - £0.300m anticipated Department for Education funding for Unaccompanied Asylum-Seeking Children that are care leavers.

The delivery of both these savings assumes that this grant funding will continue into and beyond 2020/21.

- **Grants 2021/22:** For 2021/22 onwards, if grants are rolled into Baseline Needs they will increase by CPI each year going forward. This has not been assumed in the MTFS as there is uncertainty on whether the grants are time limited or will become part of the overall funding picture.

Council Reserves

1.5.62 The council’s earmarked reserves are forecast to be £48.200m at the end of 2019/20, £15.4m lower than the beginning of the year. £8m of this reduction was budgeted for within the MTFS to achieve a balanced position for 2019/20 with the remainder of the reduction relating to capital expenditure (£0.6m), Transformation and Service Development (£2.2m), meeting the revenue overspend (£1.4m) and movement in ringfenced reserves (£2.2m).

1.5.63 The proposed MTFS includes no reserves funding in 2020/21 towards getting to a balanced budget.

1.5.64 The table below incorporates the current forecast outturn position and other known or expected plans in order to create a forecast of the council’s reserves position over the MTFS period. This table assumes that the funding deficits in

future years of the MTFS are resolved and that there is no call on reserves through an unbalanced budget or overspend in each of the years.

	2018/19 closing bal	2019/20 forecast bal	2020/21 forecast bal	2021/22 forecast bal	2022/23 forecast bal	2023/24 forecast bal	2024/25 forecast bal
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital</u>							
Capital – CIL	2,937	2,937	2,937	2,937	2,937	2,937	2,937
Revenue implications of capital	1,441	841	401	-	-	-	-
Total Capital Reserves	4,378	3,778	3,338	2,937	2,937	2,937	2,937
<u>Revenue</u>							
MTFS - Assume gap closed	40,416	30,631	28,631	28,631	28,631	28,631	28,631
Revenue – Earmarked	1,629	1,144	794	444	94	(75)	(75)
Transformation	3,083	2,723	2,037	1,390	904	418	-
Revenue - Service Specific	4,822	2,816	2,254	1,865	1,415	1,565	1,715
Non Ringfenced Revenue Reserves	49,950	37,314	33,716	32,330	31,044	30,539	30,271
<u>Ringfenced</u>							
DSG	1,543	949	-	-	-	-	-
Housing Benefits	3,981	3,981	3,981	3,981	3,981	3,981	3,981
North London Sub Region	79	79	79	79	79	79	79
PFI	-	-	-	-	-	-	-
Public Health	1,462	1,172	-	-	-	-	-
Special Parking Account	2,233	927	927	927	927	927	927
Total Ringfenced	9,298	7,108	4,987	4,987	4,987	4,987	4,987
Total Earmarked Reserves	63,626	48,200	42,041	40,254	38,968	38,463	38,195

1.5.65 In terms of financial sustainability, the Non-Ringfenced Revenue Reserves is the key measure. This is due to reduce over the next two years but then level out to around £30m in keeping with the stated aim of maintaining at least that value in order to manage the prevailing risks and uncertainty.

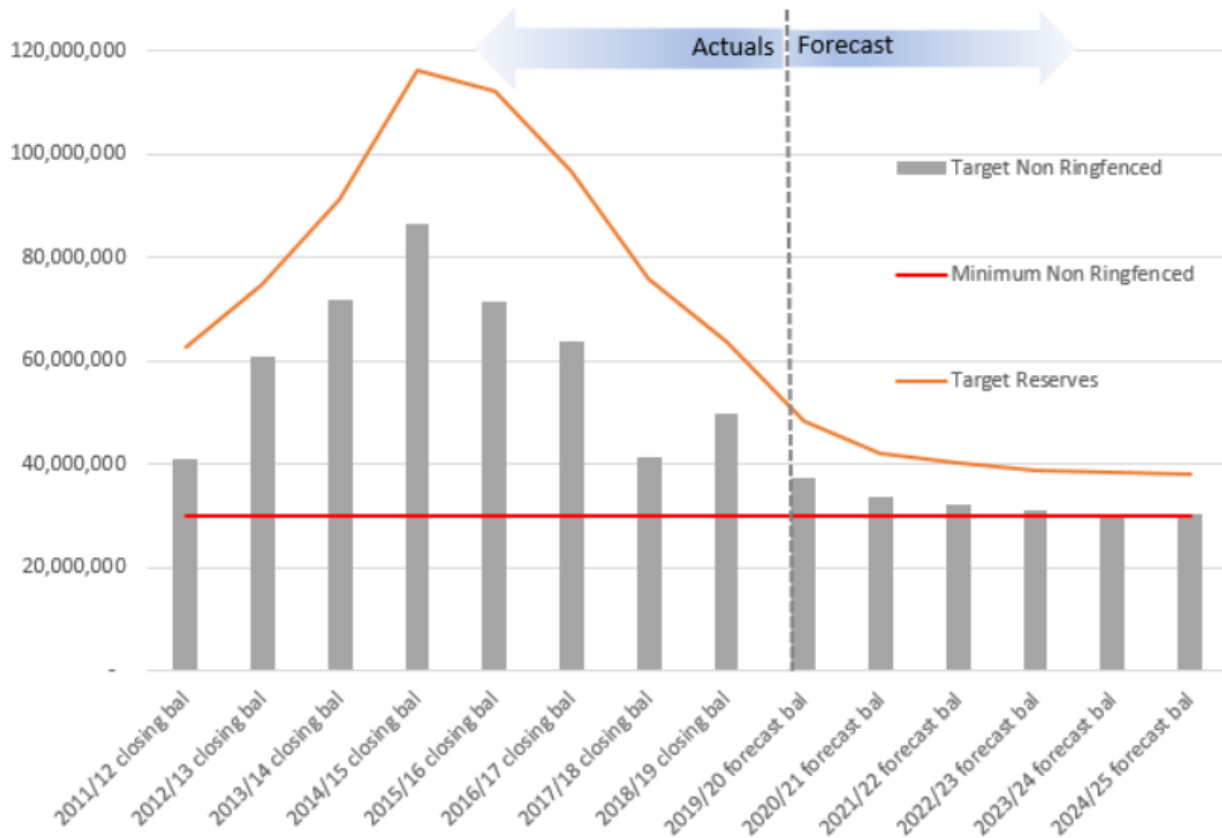
1.5.66 This MTFS reserve is now the single mechanism for managing risks such as overspends and timing issues of collection fund items.

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

1.5.68 The council's reserves have been decreasing consistently since 2014/15. This reduction is broadly in line with what the sector as a whole has experienced and

was consistent with the prevailing financial strategy operated by the organisation in protecting residents from Council Tax increases in a period of economic challenge. The strategy has changed over the past two years and the draft 2020/21 budget for approval makes no assumption in use of reserves to achieve a balanced position.

1.5.69 The council’s reserves balance over time (including a forward forecast) is shown within the graphic below. The graph assumes that the council will be successful in closing the budget gap displayed in the MTFs at Appendix A. Should the council be unsuccessful in this strategy, the value of the ‘gap’ will be deducted from the MTFs reserve in each year in which a gap exists.



Reserves Strategy

1.5.70 In line with the council’s financial strategy, a level of sustainable reserves will be maintained, and is defined by the Section 151 officer as part of the budget setting process, considering prevailing risks and opportunities. For 2020, this has been identified as £15m for General Fund balance and £30m for earmarked non-ringfenced revenue reserves;

MTFS Reserve

1.5.71 The purpose of this reserve is to set aside an amount of money which can be drawn down to balance the council’s budget when a budget deficit is unavoidable. This can be either through planned use or to top up the General Fund Balance when the council experiences an unplanned overspend whilst considering the risks associated with the council’s budget.

1.5.72 This reserve was merged with the Collection Fund Smoothing reserve whose purpose was to account for timing differences between when the MTFS expects tax receipts to come on stream and when the income actually starts to be accrued. The combining of these reserves simplifies the options for mitigating financial risks rather than maintaining a series of separate mechanisms.

Costs of delivering the MTFS

1.5.73 It is inevitable that there will be one-off costs in relation to the delivery of the savings required over the MTFS period. The Transformation Reserve was topped up as part of the budget setting process for this purpose. This facility will be kept under review by the section 151 officer as savings and projects are implemented.

Revenue Implications of Capital

1.5.74 In a prior budgeting period the council established a reserve to fund expenditure that did not meet the strict definition of capital expenditure but for which there was no revenue provision. An example of this type of cost would be feasibility work or for costs such as the decanting of staff contained within the costs of a build project. Expenditure has been and is planned to be incurred against this reserve over the MTFS period. This has been included within the reserves forecast above.

General Fund Balances

1.5.75 In addition to Earmarked Reserves, the council maintains a General Fund balance to manage the impact of uneven cash flows and unexpected events or emergencies. The level of general reserve required to be held is not specified, however the council uses a guide of 5% of annual net revenue expenditure in line with the professional judgement of the Chief Financial Officer. For 2020/21 this equates to £14.5m. At the 31st of March 2019, the balance stood at £15.8m however this will reduce by an amount equal to the general fund overspend. The Director of Finance intends to 'top up' the general fund balance to £15m post outturn. This transfer will be from the MTFS reserve.

1.6 Capital Programme

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

Changes to the Capital Programme

Slippage

1.6.2 Officers have been looking at the reasons that slippage occurs and challenging assumptions on the anticipated delivery profile of the Capital Programme. Overestimating capital expenditure can cause a number of unintended

consequences, such as incurring unnecessary financing costs, reducing service budgets to fund borrowing or the lapsing of funding opportunities.

- 1.6.3 The council is committed to an ambitious, but sustainable and realisable Capital Programme. As part of its robust financial management arrangements, the Council reviewed and reprofiled the Capital Programme in its entirety in the report presented to P&R Committee in January 2020. As the Council approaches year end, the process of identification of accruals begins and estimates of slippage and accelerated spend will become more accurate. As such any capital financing adjustments will be undertaken by the Chief Financial Officer at year end in accordance with the financial regulations.
- 1.6.4 A recommendation to this Committee seeks a delegation to Chief Financial Officer to make necessary budget profiling adjustments to future years which become apparent once the outturn is finalised.
- 1.6.5 Any such changes will be reported to the Policy & Resources Committee.

Amendments to current schemes

Proposed additions

1.6.6 **The Burroughs, Hendon - £12.512m**

Strategic Outline Case approval was obtained in June 2019 to proceed to Outline Business Case / Full Business Case for the proposed redevelopment of 3 sites on The Burroughs in Hendon. The sites include Building 9, Ravensfield, Fenella, Town Hall Car Park and adjacent ownerships, and the Meritage Centre and adjacent ownerships.

The proposed redevelopment was pump primed by a loan from One Public Estate (OPE), which is due to be repaid in 20/21.

Aside from the adjacent ownerships, which will have to be acquired via private treaty or Compulsory Purchase Orders, LBB own the land upon which the proposed redevelopment is to occur. Middlesex University (MU) currently have occupational leases over all buildings other than The Meritage Centre, and have agreed to take 40-year leases over all the accommodation. MU have further agreed to take new 40 year leases over the Town Hall, the Library in Hendon and Church Farm Museum.

The Outline Business Case proposal for the development will be taken to Housing and Growth Committee in March 2020. Should that be approved, then planning for Building 9 will be submitted in Q3 2020, with planning for Ravensfield and Fenella being submitted in Q4 2020. It is likely that we can agree a deal with a Pension Fund in Spring 2021, which would allow the repayment of our costs to date. Post completion of the whole scheme is estimated as being in Q3 2025.

The end development will include:

- 3,390 sq m – academic offices on Building 9 site;

- Circa 780 student units on Ravensfield and Fenella and Meritage Centre sites;
- 3,300 sq m student theatre on Ravensfield and Fenella site;
- Retail / Commercial space on Ravensfield and Fenella site of 685 sq m;
- Relocation of the existing community uses and the potential relocation of Hendon Library (subject to approval) to a new facility on Ravensfield and Fenella.

The proposal will be that the development will be forward sold to a Pension Fund for 40 years. We have various pension funds who have expressed an interest in funding this scheme. Post planning, a Pension Fund will reimburse all costs spent to date (estimated at £6.25m plus acquisition costs) and will pay an additional coupon (revenue return) on this spend which can be received in Q3 2025. There are various options available to LBB as to when we recover this coupon – if it is left in the investment then it is likely a Pension Fund will pay interest of c 8-10% pa compounded on this until post completion, when it can be drawn down. There is, an option to take this coupon immediately post planning although no interest would be earned if it was taken out at that point.

The total estimated capital receipt is £35m (including the £6.25m paid post planning). LBB will have the ability to purchase the sites back for £1 after 40 years.

Whilst some existing income (a total of £3.4m) will be lost during the build period, it is estimated that this will be replaced / breakeven by Q3 2025 followed by an annual net income of £1m per year for 40 years, subject to rent reviews.

The estimated total spend is c £12.5m – including project fees up to planning and third-party acquisition costs. The projected proposed spend for the project fees is £5.512m over two years (2020/21 and 2021/22) and includes spend up to the end of the planning process. The costs that are requested include design up to RIBA Stage 3, all professional fees, third party owner negotiations and CPO costs (if required), surveys, all costs of planning (including planning application fees/pre- app costs etc), advice on the structure of the deal with a pension fund and MU technical team costs.

The acquisition costs required to purchase third party interests are estimated at £7.3m in 2020/21. There may be more spend required in 2021/22, but it is likely that a Pension fund will be involved at that stage to cover these costs.

1.6.7 **The Way We Work (TW3) Programme- £0.383m**

£0.383m is requested to enable completion of The Way We Work (TW3) Programme scope. These outcomes are considered 'Phase 2' following the office build and the relocation of over 1700 staff to the new office under 'Phase 1' of the programme, ending in 2019. The scheme is to be funded from additional borrowing.

1.6.8 **Asset Management Fund - £1.100m**

£0.500m is sought to deliver works to components that have come to the end of its lifecycle which without immediate attention could end in failure to the

functionality of the system within the assets. It is expected that this will be met by a combination of capital receipts (£0.45m) and external funding (£0.05m).

A further £0.6m is sought to undertake work to timber, steel and glulam beams supporting roof in main pool area and dry side area at Finchley Lido Leisure Centre. The outcome is to be able to re-open of the full wetside area at Finchley Lido, mitigating against the loss of revenue claim by GLL and ensuring the Council's provision of its leisure service is not further disrupted.

1.6.9 Infrastructure projects - £5m

The council receives Community Infrastructure Levy income on developments to fund infrastructure within the borough. This addition is to set aside a budget to fund projects which contribute to the infrastructure of the borough, ensuring all residents get to benefit from development within the area.

1.6.10 Critical Infrastructure – Brent Cross- £4.9m

Highway infrastructure improvements along Cricklewood Lane at its junctions with Claremont Road and the A5 have been agreed as part of the planning permission for the Brent Cross Cricklewood regeneration programme. This will include the installation of new traffic signals and street lighting and provide additional traffic capacity by widening the Eastbound (A407) and Southbound (Claremont Road) approaches. These works are critical to allow the comprehensive regeneration of Brent Cross to move forward.

The more substantial second phase works will take place on the second junction of Cricklewood Lane and the A5 (Cricklewood Broadway) and are scheduled to take place in July 2020. Further details on these works and programme will be shared with affected parties closer to the time through direct engagement in line with TfL and LBB Highways protocols.

Currently the £55m Critical Infrastructure budget is funded in full by the MHCLG grant. The £4.9m represents the additional amount to be added to the current budget which will be 100% funded through external contributions and capital receipts.

External funding has been confirmed once the BXN partners go unconditional on the Property Development Agreement. This will form any renegotiation with BXN should a different scheme come forward. Once the junctions are in place, there is land that can be redeveloped for other uses. NewSteer anticipate a future capital receipt £900k.

1.6.11 HRA New Build - 250 units - £81m

The Housing Revenue Account (HRA) is a ring-fenced budget associated with council housing and other assets such as shops, garages and land on council housing estates. From 2012, a national subsidy system for council housing was replaced with self-financing giving local authorities direct control over the income and expenditure associated with council housing. In October 2018, the government removed the debt cap and the HRA is now subject to the prudential borrowing rules that are similar to those for the General Fund. The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more to support the

acquisition or building of new homes. This updated plan agreed at the Housing and Growth Committee on the 27 January 2020 identifies provision for building a further 250 new homes for rent in the borough.

1.6.12 HRA Regen Stock Additional Investment - £35.66m

Due to these impending regeneration plans, Grahame Park and Dollis Valley regeneration estates were not included in the bid to central government for Decent Homes funding prior to 2004 and have therefore not received the level of investment of other council stock in the borough. The approach to capital investment for the last circa 15 years has been predominantly essential Health and Safety/compliance related maintenance work that is necessary to ensure the properties remain safe, including the replacement of electrical rising mains, fire protection and essential lift refurbishment works. Delays in the regeneration programme over many years has inevitably resulted in the deterioration of the stock and non-compliance with the Decent Homes Standard. This has resulted in an increased demand for responsive repairs and it was agreed as part of the HRA Business Plan approved at January's Housing and Growth Committee that capital investment of £36 million be made over the next five years in properties that continue to be occupied on our regeneration estates at Grahame Park and Dollis Valley.

1.6.13 Total additions

The profiling of the additions described above is set out in the summary table below:

Addition	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000
The Burroughs, Hendon	-	12,077	435	-	-	-	12,512
Office Build	-	91	292	-	-	-	383
Infrastructure Projects	-	-	-	-	-	5,000	5,000
Critical Infrastructure – Brent Cross	-	4,900	-	-	-	-	4,900
New Build - 250 units	1,607	3,942	13,195	30,811	26,118	5,360	81,033
Regen Stock Additional Investment	-	12,410	15,195	8,050	-	-	35,655
Asset Management	600	500	-	-	-	-	1,100
Total	2,207	33,920	29,117	38,861	26,118	10,360	140,583

1.6.14 The proposed Capital Programme for 2019/2020 to 2024/2025 takes the essential elements of the previous years' programmes and moves them forward in the context of the financial and political environment for 2019/20. The current approved Capital Programme totals £1.154bn. After incorporating the changes described in the table above, the Capital Programme would total £1.289bn and is set out below in summary form:

Theme Committee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	15,994	1,905	1,110	1,110	1,110		21,229
Brent Cross	101,312	160,416	107,370	38,228			407,326

Children, Education & Safeguarding	21,003	17,245	14,124	1,539			53,911
Community Leadership and Libraries	235						235
Environment	18,301	28,461	10,970	2,792	1,611		62,135
Housing and Growth Committee	70,867	114,263	71,141	42,450	36,446	6,000	341,167
Policy & Resources	20,115	10,886					31,001
Total - General Fund	247,827	333,176	204,715	86,119	39,167	6,000	917,004
Housing Revenue Account	54,330	92,955	93,639	65,146	43,029	23,080	372,178
Total - all services	302,157	426,131	298,354	151,265	82,196	29,080	1,289,182

Funding of the Capital Programme

1.6.15 The Capital Programme shown above is funded from the following sources:

Theme Committee	Grants	S106	Capital Receipts	RCCO/MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	2,000	700	500		15,841	2,188	21,229
Brent Cross	364,354		900			42,072	407,326
Children, Education & Safeguarding	43,597	3,536	842		852	5,084	53,911
Community Leadership and Libraries			68			167	235
Environment	4,255	4,601	3,380	440	12,040	37,419	62,135
Housing and Growth Committee	7,889	20,251	16,814	590	20,835	274,788	341,167
Policy & Resources	50		6,124	5		24,822	31,001
Total - General Fund	422,145	29,088	28,628	1,035	49,568	386,540	917,004
Housing Revenue Account	17,740		10,142	143,462		200,834	372,178
Total - all services	439,885	29,088	38,770	144,497	49,568	587,374	1,289,182

Borrowing

1.6.16 £587m of the total Capital Programme will be funded from borrowing of which £210m is on-lent to Opendoor Homes for the acquisition or delivery of new housing.

1.6.17 Borrowing is 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 the loan).

1.6.18 In line with the prudential code, Local Authorities are required to set aside an amount of money for its Minimum Revenue Provision (MRP). MRP is akin to the repayment element of a personal mortgage and applies to all general fund borrowing regardless of the source of funds. Based on the current value of the borrowing requirement, there will be an additional MRP charge of £3.32m 2020/21 (meaning a total revenue budget of £17.6m set aside for MRP charges in addition to interest costs). This is offset by additional income being generated through interest receivable and an existing budget underspend. Taking these

items into account £2m of revenue budget reduction has been reflected in the 2020/21 year within the MTFs.

Capital Receipts

- 1.6.19 The council has previously highlighted a risk in the level of capital receipts that it currently holds or forecasts to receive. Capital Receipts are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets.
- 1.6.20 £38.7m of the above Capital Programme is planned to be funded by capital receipts. Current receipts are standing at £21.19m with £19.36m being HRA receipts and the remaining £1.83m are General Fund receipts.
- 1.6.21 Of the £38.7m, £26m will be funded from HRA capital receipt (RTB Receipts). Current HRA capital receipt balances plus future estimates suggest that there will be enough HRA capital receipts to fund the relevant projects.
- 1.6.22 The remaining £12.7m is expected to come from General Fund capital receipts with £10.5m needed in 2019/20. The sale of land adjacent to Broadfields School has been agreed which will provide a significant capital receipt towards this total. Should some or all of the General Fund capital receipts total not be achieved, borrowing will need to be substituted as the funding source. Provision has been allowed for within the Capital Financing budget to meet these costs.

Flexible Use of Capital Receipts (FCR)

- 1.6.23 For schemes which are transformational by nature the council is able to make use of the government's "Flexible use of Capital Receipts" (FCR) initiative. To qualify, the schemes must be designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.
- 1.6.24 The council has previously made use of this flexibility in relation the Office Build (containing the transformation project 'The Way We Work (TW3)) and the Mosaic system implementation within Adults. The total value of FCR approved for use by Council was £0.600m for the Office Build project and £0.750m for the Mosaic system implementation.
- 1.6.25 Following a change in International Financial Reporting Standards, the income received by the council in relation to the Brent Cross Shopping Centre Lease should now be classified as a Capital Receipt rather than revenue income. This receipt, in the region of £0.4m will be received annually and is available to use to fund capital investment, or eligible as part of the Flexible Use of Capital Receipts, towards transformation expenditure. It is therefore proposed that this ongoing receipt is used to create a recurring revenue budget to fund changes which reduce costs or transform services provided by the council. The condition for accessing this funding is that the specific expenditure requirement together with expected benefits are reported to Council prior to the charging of expenditure to the relevant cost centre.

1.6.26 Subject to sufficient capital receipts balances, the Policy and Resources Committee are asked to recommend the use of Flexible Capital Receipts flexibilities to Council.

Capital Grants & Contributions

1.6.27 The current Capital Programme funding forecast to 2025 shows £439.9m will be funded from Capital Grants. S106 and CIL are also classed as Grants and Contributions and are standing at £29.09m and £49.57m respectively.

1.6.28 Capital grants are mainly received from central government departments (such as the Brent Cross grant from MHCLG) or other partners or funding agencies (such Transport for London, Education Funding Authority).

1.6.29 S106 contributions are a developer contribution towards infrastructure; confined to a specific area and to be used within specific timeframe.

1.6.30 Community Infrastructure Levy (CIL) funds are developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use.

1.6.31 Current Capital Programme forecasts plus future estimates suggest that there will be enough S106 contributions to fund the relevant projects.

1.6.32 Based on the current forecasts for CIL funded projects, there is a gap of £5.72m in 2019/20 however it is not expected that this will cause any revenue consequences as the council is able to undertake funding substitutions at year end to manage slippage.

1.7 Treasury Management Strategy

1.7.1 The Treasury Management Strategy is included in Appendix K1.

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

1.8 Housing Revenue Account

1.8.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. Whilst it is acceptable to draw on balances, it is not permissible for an overall HRA budget deficit to be set. It is for the council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2020 the HRA balances are forecast to be £9.609m.

1.8.2 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

1.8.3 The Welfare Reform and Work Act 2016 requires that council dwelling rents were reduced by at least 1% a year (from the previous 12 months) for four years from April 2016.

1.8.4 In October 2017 the Ministry of Housing, Communities and Local Government, (MHCLG), (formally the Department for Communities, and Local Government) (DCLG) announced its intention to set a long-term rent deal for local Authorities and Housing Associations. This permitted annual rent increases of up to CPI + 1% from 2020 for a period of up to 5 years. CPI to be as at September of the previous year. This limit is a ceiling and providers can apply a lower increase or freeze rent in line with the market in which they operate.

1.8.5 When a dwelling is re-let to a new tenant then the rent will be reset at the formula rent level where it is below this level.

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

1.8.7 Once a property has been re-let, the rent will increase by the approved annual increase at the start of the following financial year for the current tenant up to and including 2020/21.

1.8.8 Rents are proposed to increase by CPI + 1% for 2020/2021. Based on September 2019 CPI, an increase of 2.7% will be applied. The table below³ shows the new rents when the 2.7% is applied.

	2019/20	2020/21 with 2.7% increase applied
Current average rent (for existing tenants)	£108.99	£111.93
Average formula rent (for new tenant on re-let)	£107.33	£110.22

Temporary Accommodation Rents

1.8.9 It is proposed that temporary accommodation rents are increased in line with the current LHA rate from 1 April 2020.

1.8.10 The subsidy cap would continue to apply for inner London properties.

³ All charges in this table are shown on a 48 weeks basis

1.8.11 Increasing temporary accommodation rents to LHA rates will align rents with both new Council acquisitions and with affordable rents charged in the private rented sector.

1.8.12 Rents charged above temporary accommodation subsidy rates will not receive full subsidy and it is expected that where increased rents are covered totally by Housing Benefit, that there will be an equivalent subsidy loss figure incurred to the Housing Benefit budget.

Service Charges and Garages

1.8.13 The table below outlines the changes that are recommended to take effect from 1 April 2020:

	2019/20	2020/21	Increase	% Increase
Ground Maintenance	£2.88	£2.97	£0.09	3%
Lighting	£1.29	£1.35	£0.06	5%
Heating - Grahame Park	1 Bed £12.20 2 Bed £16.92 3 Bed £18.27	1 Bed £12.57 2 Bed £17.43 3 Bed £18.82	1 Bed £0.37 2 Bed £0.51 3 Bed £0.55	3%
Heating - Excluding Grahame Park	3%			
	2019/20	2020/21	Increase	% Increase
Digital Television	£1.62	£1.67	£0.05	3%
Weekly Caretaking	£5.92	£6.10	£0.18	3%
Enhanced Housing Management (Sheltered housing)	£21.67	£22.25	£0.58	2.7%
Alarm services (Sheltered housing)	£2.95	£3.05	£0.10	3.5%
Garages	3% increase applied to existing rent			
Door Entry Systems	£2.45	£2.52	£0.07	3%
Fire safety equipment	1 Bed £4.00 2 Bed £4.69 3 Bed £5.20	1 Bed £4.12 2 Bed £4.83 3 Bed £5.36	£0.12 £0.14 £0.16	3%

1.8.14 The proposed changes reflect increases in the cost of providing the services described.

- 1.8.15 Electricity charges have continued to increase and as with last year a 5% increase is proposed.
- 1.8.16 Enhanced housing management (Sheltered Housing) a 2.7% increase is proposed.
- 1.8.17 Cost of providing alarm services (Sheltered Housing) has been reviewed and a 3.5% increase is proposed. (5% in 2019/20)
- 1.8.18 The charge for door entry phone systems is proposed to increase by 3% in line with the estimated cost increase. (5% in 2019/20). The programme will run over many years. As systems are replaced/installed a service charge will be introduced to cover these new systems. It is important to note replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.
- 1.8.19 A new charge for fire safety sprinkler systems was introduced in 2019/20. The cost of maintaining and servicing is a service chargeable cost. Given that a defects liability period will apply in the first year following installation, the cost is limited to servicing only. For most tenants, housing benefit will continue to cover the costs and they will therefore not be affected by these changes.
- 1.8.20 For all other costs a 3% increase is proposed.

HRA Balances and Business Plan

- 1.8.21 The HRA budget for 2019/20 anticipated a contribution from balances of £2.712m. The estimated HRA balance as at 31 March 2020 is £9.609m. The level of HRA balances will be closely monitored in conjunction with the HRA business plan (Appendix F) to ensure balances are available to support the delivery of these plans. A summary of the reserves position is shown below:

HRA Balances

	£'000
HRA Balances b/f 2018/19	12,321
19/20 In Year forecast deficit	(2,712)
Estimated balance to March 2020	9,609
2020/21 estimated deficit	(2,540)
HRA Balances c/f 2020/21	7,069

- 1.8.22 The HRA business plan was submitted to the Housing and Growth Committee on the 27 January 2020. The HRA business plan reported good progress being made. Some of the headlines included; the completion of 40 new council homes for rent, a 53 unit extra care housing scheme at Ansell Court in Mill Hill and the acquisition of 21 properties in London to let at affordable rents to homeless applicants. A grant has been secured from the Greater London Authority under the Building Council Homes for Londoners Programme to support the building of 87 new council homes in Barnet.
- 1.8.23 The Council and Barnet Homes have always taken fire safety very seriously and ensuring the safety of residents was already a top priority for our investment programme. Following the Grenfell Tower fire in 2017, the council has committed to going beyond its statutory obligations to meet best practice in fire safety measures, and a priority for the HRA business plan going forward will be to deliver this commitment through an investment programme totalling £51.9m.
- 1.8.24 The Council has continued to invest in existing council homes which continue to be maintained to the Decent Homes standard. Other projects to be supported by the HRA Business Plan include two additional extra care schemes, providing 125 new homes, and a further project to provide an additional 20 council flats by adding a floor to existing buildings.

Housing – Right to Buy (RTB) Receipts

- 1.8.25 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.
- 1.8.26 Retained RTB receipts must be spent within three years of being received. If retained RTB receipts are not spent within the three years' time limit they must be returned to DCLG, with interest charged at 4 per cent above base rate (Bank of England), calculated from the date of the relevant RTB receipts.
- 1.8.27 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.
- 1.8.28 If the council is unable to use retained receipts within the three-year period, the council intends entering into an agreement with the Greater London Authority on Right to Buy Receipts which will ensure that the council still has access to receipts in the form of affordable housing grant that it might have to otherwise repay to the Treasury. This is available to all London boroughs and will provide access to any receipts that would otherwise be returned to the Treasury for a further three years.
- 1.8.29 In addition, the HRA settlement in 2012 included a debt cap of £240m which provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement. However, in October 2018, the government

removed the debt cap and the HRA is now subject to the same prudential borrowing rules as the General Fund.

1.8.30 The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more to support the acquisition or building of new homes. The HRA business plan sets out how this is proposed to be taken forward (Appendix F).

1.9 Robustness of the budget and assurance from Chief Finance Officer

1.9.1 In order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves.

1.9.2 This information enables a longer-term view of the overall position to be taken. It also reports on the Director of Finance's consideration of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and appropriate earmarked reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves are an integral part of its continued financial resilience. The council's reserves and balance policy is attached at Appendix L. Details of the council's in-year financial performance are reported to the Financial Performance and Contracts Committee on a regular basis.

1.9.3 The council is a large, complex organisation with a diversity of assets, interests, liabilities and other responsibilities. These require considerable on-going monitoring and review particularly in light of the challenging financial climate. With this in mind, the council has recognised the on-going need to identify risks and have measures in place to mitigate them should they occur.

1.9.4 The council's revenue related risks include:

- General operational risks relating to service delivery;
- risk of non-delivery of savings included in the MTFs;
- risk of non-delivery of income generation included in the MTFs;
- funding related risks e.g. Fair Funding;
- interest rate risk;
- inflation risk;
- change in law risk;
- commercial values risk, e.g. income rental values;
- contract failure risk and step-in obligations for the council

1.9.5 The Council has undertaken due process to produce its MTFs in order to address the changing budget pressures and the risks mentioned above (as far as possible). The council's management team have considered regular budget updates. Additionally, the Policy and Resources Committee have received regularly refreshed Business Planning reports.

1.9.6 While the Council Management Team and the Policy and Resources Committee meets to ensure the over-arching issues are robustly considered, a full schedule

of meetings are arranged at various levels within the council to ensure all stakeholders fully understand the MTFS process and their saving and income generation plans. Theme committee meetings then consider the reports and recommendations produced. These theme committee recommendations are then reflected back through Policy and Resources Committee to ensure all aspects are captured.

1.9.7 These processes are necessary to ensure all budget proposals are:

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

1.9.8 Risks related to pensions and treasury are specifically addressed and discussed separately in the Pension Funding Strategy and the Treasury Management Strategy Statement.

1.9.9 The 2020/21 revenue budget has been prepared on the basis of robust estimates and adequate financial balances and reserves over the medium term. As part of on-going reviews for these, the finance department leads on:

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

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

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
1. Review of Needs and Resources (Fair Funding Review and Spending Review)				
<p>Implementation of Funding Reforms has been delayed to 21/22. In 2020 the Government plans to carry out a multi-year Spending Review, including a full reset of business rates retention baselines.</p> <p>This review could mean that London Borough of Barnet's share of funding is significantly reduced from 2021/22.</p>	<p>Decisions may be taken which have potentially adverse consequences for the council in later years. Uncertainty of the potential outcome creates difficulty in longer term planning.</p>		<ol style="list-style-type: none"> 1) Finance staff are involved in identifying the likely changes to be made and assessing the potential impact on the council. Likely key indicators such as deprivation, area cost adjustment and population growth are also currently being assessed 2) The council is actively working with other outer London councils to ensure that outer London is fairly considered 	All
2. European Union Referendum result - impact on national economy				
<p>Impact of Brexit on the wider economy</p>	<p>Potential slowdown of the economy which could lead to an increase in unemployment or a delay in business investment. Central government funding to departments could be hit with a consequential impact on local government funding. Expenditure budgets which are sensitive to economic downturns (e.g. welfare services and mental health services) could see increased demand.</p>		<ol style="list-style-type: none"> 1) Organisational financial planning. 2) Council policies to promote local business. 3) Council policies to increase employment. 	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
3. Localising Business Rates				
<p>The increased exposure to changes in the level of business rates collected following the implementation of localising business rates will fall on Local Government.</p> <p>The related opportunity is that the council will gain by an increased share where business rates grow.</p>	<p>Potential adverse financial outcome for the council in future years</p> <p>In addition, with the increased level of locally retained income comes the likelihood that future new burdens will be distributed through this methodology. Variations in collection levels may mean that this funding might not cover the cost of implementing the requirements.</p>		<ol style="list-style-type: none"> 1) Continuing efforts to collaborate and interact with MHCLG, Valuation Office, London Councils, etc. 2) Implementation of local initiatives to maximise the identification and collection of business rates within Barnet 3) Robust responses to consultations. 	All
4. Business Rates Appeals				
Reduction in ongoing funding and the impact of backdating of appeals.	Adverse financial outcome(s) for the council in future year		Calculation of provisions to cover potential lost income from appeals will form part of the yearly forecasting and year end outturn reporting.	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
5. Pension Fund Assets / Pension Fund Deficit				
Pension Fund assets failing to deliver returns in line with the anticipated returns underpinning valuation of Pension Fund Liabilities over the long-term.	The council's Pension Fund being under-funded resulting in an increase in the employer contribution rate and deficit funding that the Council pays into the fund.		<ol style="list-style-type: none"> 1) The council has a deficit recovery plan in place to reduce the long-term costs of financing the pension deficit 2) Decisions have been made by the Pension Fund to move away from under performing funds 	All
6. Reliance on Commercial Income				
Exploring alternative sources of income to offset core funding reductions and also ensure value for money for residents	A recession or other unexpected/uncontrollable event could leave the council exposed to under-funding or large losses in income.		1) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.	Specific Services
7. Inflation				
The council's expenditure (pay and non-pay) is subject to annual inflation based on indexation that is determined by national inflation rates. Inflation can affect agreed suppliers' contracts for other service expenditure	<p>Sharp increases in inflation would result in higher for day to day expenditure and costs related to employment.</p> <p>Each 1% change in inflation adds around £3.0m to the Council's gross cost pressures (£1.8m net).</p>		<ol style="list-style-type: none"> 1) Monitoring actual inflation and forecast projection (e.g. at key milestones such as HM Treasury's Budget announcement) and modelling the impact of incremental increases on the Council's applicable expenditure. 2) Exploring all opportunities during the tendering process for all service contracts to minimise indexation clauses, negotiate for favourable fees etc. 3) Regular refresh of the council's MTFS 	All

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
8. Delivery of Budgeted Savings/Income Generation				
Agreed MTFS Savings/income generation are not fully achieved or slip into future years.	Potential for in-year overspends and funding gaps		1) Robust challenge of all proposed MTFS Savings/income generation during the business planning process (e.g. through Council Management Team) 2) In-year monitoring of agreed Savings/income generation	All
9. Planned Use of Capital Receipts				
Capital receipts are generated when an asset is disposed of and are source of financing capital expenditure. The council's Capital Programme currently relies on more capital receipts than it holds or that are in the pipeline from asset sales	Shortfalls in financing of capital expenditure, possibly resulting in higher borrowing costs.		1) In-depth analysis and challenge of capital project cash flow projections. 2) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets. 3) Scrutiny of the council's capital arrangements at the officer group Capital Strategy Board 4) Funding schemes by borrowing 5) Deletion of schemes from the Capital Programme	Specific Services
10. Interest Rate changes				
Changes to the Bank Base Rate and the cost of borrowing	The council's Capital Programme relies heavily on borrowing over the next 5 years. Increases in interest rates have a direct impact on the revenue position of the authority.		The council has a number of options available to it to mitigate these risks. These include: <ul style="list-style-type: none"> • maximising the use of interest free sources of capital funding such as CIL and s106 • ensuring its cash management and forecasting is accurate reducing the need to borrow • reducing debtors and therefore maximising the council's cash balances 	Specific Service

			<ul style="list-style-type: none"> • Identification of competitive borrowing options 	
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Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
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11. Demographic Changes				
Changing demographics across the borough lead to changes in demand for services.	Demographic changes have led to continuing pressures on budgets in demand areas of the council such as Adult Social Care, Children Social Care and Housing		The council is engaged in long term planning and transformational programmes to mitigate the action of demographic changes on budgets and services.	Specific Services

12. Debtors				
The amount of money the council assesses as income is overstated due to an increase in bad debt	Should debts owed to the council turn out to be uncollectable, they will be written off against the council's revenue budget. This can create overspends and also mean the council has to re-evaluate the amount of income it will collect in the future.		<ul style="list-style-type: none"> • The establishment of a corporate debt board • The increased focus on debt by the Financial Performance and Contracts Committee • Raising awareness of debt across the council 	Specific Services

View of Section 151 Officer

Robustness of estimates

- 1.9.11 The council is a going concern and the budget process is part of a continuous service planning and financial cycle. Therefore, knowledge and understanding of the previous and current national and local financial and economic environments are used to make informed assumptions and judgement about the future. This activity seeks to establish a robust budget which is appropriate and realistic having taken a practical assessment of risks.
- 1.9.12 The financial planning process has been managed at senior officer level through the Council Management Team meetings. This Executive level group has overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings and opportunities to generate additional income.
- 1.9.13 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation feedback has been taken into consideration as final proposals to the council have been formulated.
- 1.9.14 Owing to the timing of the 2019 General Election, theme committees have not had the opportunity to consider the financial planning process and make recommendations to the Policy and Resources Committee. Consideration of savings and income generation proposals and the decision to recommend to Full Council is therefore reserved solely for Policy and Resources Committee.
- 1.9.15 The Capital Programme presents the council with a significant challenge in terms of delivery and affordability. The cost of borrowing is accounted for based on the current plans however any overestimation in spend leads to overestimation of capital financing requirement and any under-achievement of its capital receipts expectations will require either an increase in borrowing, with associated revenue implications, or the deletion of schemes.

Robustness of Budget Setting Process

- 1.9.16 The process that has been undertaken to set the budget has included engagement of officers from service departments throughout the year, regular reporting of financial and service issues to theme committees, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities.
- 1.9.17 Following this Committee's endorsement of the budget proposals in January 2020 officers have undertaken a readiness assessment of the council's ability to deliver the savings and generate the income required for the MTFs with particular emphasis on 2020/21. Where there is a risk of non-achievement of

plans, adequate mitigations have been put in place in order to ensure a legal budget is set and that value for money is achieved from public funds.

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

Effectiveness of Budget Management

1.9.19 The council has robust arrangements for managing budgets and performance. Close attention will continue to be paid to the implementation of agreed MTFS plans and monitoring of the Council's current overspend, with regular reporting to the Financial Performance and Contracts Committee.

1.9.20 As a result of a forecast overspend during 2019/20 a recovery planning process was put in place to manage the budget position throughout all levels of the organisation. This activity was successful in reducing the anticipated overspend but not in eradicating it.

1.9.21 This MTFS provides increased funding for services of £16.3m before allowing for additional funding of inflation or contingency allocations. This will eradicate many of the current years overspends and seeks to fully fund increased demand across council services. It is therefore considered that the council's Budget Management arrangements for 2020/21 are effective.

1.9.22 The council has a legal responsibility to set a balanced budget which can include the planned use of its reserves. The council does not anticipate using reserves in order to fund recurrent expenditure in 2020/21. The council does however, maintain reserves for other, non-recurrent purposes such as transformation work, expenditure linked to previous grant receipts or for unplanned one-off items. The Section 151 Officer considers the current level of reserves sufficient to manage those items and is actively working to replenish some of the previous years' drawdowns.

1.10 Budget Management 2019/20 2019/20 Forecast Outturn - Period 9 Budget Monitoring

1.10.1 At month 9, the General Fund revenue forecast for 2019/20 was £307.997m, which is a net overspend of £1.418m, compared with the revised budget of £301.098m. This forecast is stated after the net contribution from specific and general earmarked reserves totalling £5.482m.

1.10.2 All proposed reserve drawdowns and contributions will be considered and approved, if appropriate, later in the financial year. It is important to note that these reserve movements are over and above the planned use of £8.057m of reserves in balancing the budget.

1.10.3 The original budget approved by Council in March of each year is revised during the year to reflect movements between budgets and the allocation of contingency held within central expenses. At the Policy and Resources

Committee on 6 January 2020 approval was provided to allocate additional funds from the council's contingency budget. These movements have been reflected in the table below.

Service Areas	Revised Budget	Month 9 forecast before reserves movements	Variation to revised budget	Reserve Movements	Month 9 variation to revised budget
	£'000	£'000	£'000	£'000	£'000
Adults and Health	115,862	119,179	3,316	(697)	2,620
Assurance	5,690	6,539	849	(779)	70
Children's Family Services	67,480	68,888	1,408	0	1,408
Growth and Corporate services	40,492	43,941	3,449	(1,281)	2,168
Environment	11,689	15,681	3,992	(2,474)	1,518
Finance	59,885	53,769	(6,115)	(250)	(6,365)
Total (Month 9)	301,098	307,997	6,899	(5,482)	1,418

1.10.4 As part of good financial management practice, there are a number of business as usual processes that the council undertakes to maintain its budgets. This paper seeks Policy and Resources Committee approval to make in year allocations from the contingency budget and to agree virements between services of over £0.250m.

Allocations from Contingency

1.10.5 The contingency budget is a useful tool in effective financial management of an organisation. It provides a mechanism to allocate additional funding on a temporary or permanent basis during the financial year. This allows the recognition and funding of costs over and above those included within the council's base budget. It is a more appropriate mechanism than the use of one-off funding, such as reserves, in meeting the costs of pressures as it enables the council to 'live within its means' both in the short and longer term. Council financial regulations also prevent expenditure being incurred for which there is no budget provision. Allocations from contingency ensure that the financial regulations can be adhered to when unexpected items occur. This therefore supports the delivery of the organisation's overall financial strategy.

1.10.6 When preparing the budgets, all inflationary and service pressure allocations within the MTFS are held within the contingency budget and are allocated

during the year to the service areas when the true costs are better understood. The contingency budget is usually forecast to be fully spent within the financial projections despite containing unallocated elements. This means that any virements to areas displaying a financial pressure will generally benefit the bottom line of the Council's projected outturn variance. The allocation to theme committees are targets and saving and income generation proposals will be subject to equality impact assessments and consultation as required. The contingency could be used where members do not wish to make proposed savings due to equality impacts that cannot be litigated appropriately.

1.10.7 At the start of the 2019/20 financial year, £9.5m contingency funding was available. Of this, £9.4m has been distributed leaving an unallocated balance of £0.1m.

1.10.8 It is the Section 151 Officer's intention to allocate the remaining 2019/20 balance towards reducing the forecast budget variance. An expectation is included within the MTFs that £3.9m will be available from 2020/21 onwards to recurrently reduce the budget gap.

Virements

1.10.9 The constitution requires that any virement from contingency of £0.250m or above are approved by the Policy & Resources Committee. Further, any virements between services over £0.250m must also be approved by the Policy & Resources Committee.

1.10.10 There are currently no virements above £0.250m that require P&R approval.

1.11 Debt Write Off

1.11.1 The write-off of debts is in line with good accounting practice, which requires that debit balances accurately reflect realisable income and it removes uncollectable debt from the system. All businesses suffer from uncollectable debt and the council maintains a bad debt provision against which to charge any debt write offs.

1.11.2 Debt write offs for Business Rates (NNDR), Council Tax; Sundry Income and Tenant Arrears (both HRA and General Fund) were approved at Policy and Resources Committee in January 2020. At this point there are no further debts to be written off.

2. REASONS FOR RECOMMENDATIONS

2.1.1 The council is legally obliged to set a budget each year, which must balance service expenditure against available resources. It is also a key element of effective financial management for the council to put together a financial forward

plan to ensure that it is well placed to meet future challenges, particularly in the context of reductions to local authority funding, demographic increases and legislative changes.

- 2.1.2 The council's MTFs sets out the estimated overall financial position of the council over a period of time. This report details measures undertaken to set a balanced budget for 2020/21 onwards in order to ensure Councillors and the public are informed of this work, supporting good governance.
- 2.1.3 Ongoing budget maintenance in the form of virements and the allocation of contingency funds support strong financial management.
- 2.1.4 The revisions to the Capital Programme ensure that the council's financial planning accurately reflects what is happening with scheme delivery. This ensures that the council can make effective decisions on the deployment of its scarce resources.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for workforce savings, as well as generating income. Alternatives to this could include more significant reduction to the services that the council provides but those are not included in this report.
- 3.1.2 The council could consider alternative options to allocate contingency funding however these could result in service delivery problems or fail to address structural budget deficits.
- 3.1.3 The alternative option to reducing the Capital Programme would be to make revenue reductions in order to fund the cost of borrowing.

4. POST DECISION IMPLEMENTATION

- 4.1.1 Following approval of these recommendations, resident consultation took place between 8th of January 2020 and 3rd of February 2020. Results from the consultation are before members and have been fed back to lead officers within the council and the recommendations contained within this report are cognisant of the views expressed.
- 4.1.2 Policy and Resources Committee will then, after considering the consultation responses and the equalities impact assessments, refer the proposals to Council. Council will set the budget envelope. Some saving and income generation proposals may need individual detailed consultation and this will be carried out before individual decisions are made. If the consultation and equality impact assessment results are such that the decision makers decide not to implement the proposals then alternative proposals will be considered including the use of reserves.
- 4.1.3 Saving and income generation proposals along with the Council Tax requirement will then be taken to Council on the 3rd of March 2020.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 5.1.1 This supports the council's corporate priorities as expressed through the Corporate Plan for 2019-24 which sets out our vision and strategy for the next 5 years. This includes the outcomes we want to achieve for the borough, the priorities we will focus resources on, and our approach for how we will deliver this.
- 5.1.2 Our 3 outcomes for the borough focus on place, people and communities:
- a pleasant, well maintained borough that we protect and invest in
 - our residents live happy, healthy, independent lives with the most vulnerable protected
 - safe and strong communities where people get along well
- 5.1.3 The approach for delivering on this is underpinned by four strands; ensuring all residents get benefit from growth in the borough, that Barnet's credentials as a family friendly borough are protected and enhanced, we create opportunities for residents to live independent, active and healthy lives and that the council is well run and easy to deal with. Theme committees will consider how they contribute to these priorities in the New Year.

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

- 5.1.4 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.
- 5.1.5 The budget proposals in this report will have an impact on staff. Individual reports will be presented to General Functions Committee detailing the extent of the impact on staffing.
- 5.1.6 The proposed changes to the Capital Programme reduce the cost of borrowing and therefore support the council's revenue budget.
- 5.1.7 The council's financial regulations require that virements for allocation from contingency for amounts over £250,000 and Capital Programme additions must be approved by Policy and Resources Committee.

Social Value

- 5.1.8 The council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

Legal and Constitutional References

- 5.1.9 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.
- 5.1.10 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their Council Tax requirement in accordance with the prescribed requirements of that section. This requires consideration of the authority’s estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.
- 5.1.11 Local authorities owe a fiduciary duty to Council Tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of the Council Tax payers and ratepayers and the community’s interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.
- 5.1.12 These proposals will be referred to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impact that cannot be mitigated.
- 5.1.13 All proposals emerging from the business planning process will need to be considered in terms of the council’s legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.
- 5.1.14 The Council Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council committees.
- 5.1.15 All proposals emerging from the business planning process will need to be considered in terms of the council’s legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010). Under the financial regulations 2.4.15 any significant changes in the planned use of a reserve must be approved by Policy and Resources Committee.
- 5.1.16 Article 7 of the Council’s Constitution sets out the terms of reference of the Policy and Resources Committee which include:

- Responsibility for strategic policy finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- To be responsible for the overall strategic direction of the Council including strategic partnerships, Treasury Management Strategy and internal transformation programmes.
- To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

5.1.17 The council's financial regulations state that amendments to the revenue budget can only be made with approval as per the scheme of virement table below:

Revenue Virements

Virements for allocation from contingency for amounts up to £250,000 must be approved by the Section 151 Officer in consultation with appropriate Chief Officer
Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee
Virements within a service that do not alter the bottom line are approved by Service Director
Virements between services (excluding contingency allocations) up to a value of £50,000 must be approved by the relevant Chief Officer
Virements between services (excluding contingency allocations) over £50,000 and up to £250,000 must be approved by Chief Officer and Chief Finance Officer in consultation with the Chairman of the Policy and Resources Committee and reported to the next meeting of the Policy and Resources Committee
Virements between services (excluding contingency allocations) over £250,000 must be approved by Policy and Resources Committee

Capital Virements

Policy and Resources Committee approval is required for all capital budget and funding virements and yearly profile changes (slippage or accelerated spend) between approved Capital Programmes i.e. as per the budget book. The report must show the proposed: <ul style="list-style-type: none"> i) Budget transfers between projects and by year; ii) Funding transfers between projects and by year; and iii) A summary based on a template approved by the Section 151 Officer
Policy and Resources Committee approval is required for all capital additions to the Capital Programme. Capital additions should also be included in the quarterly budget monitoring report to Financial Performance and Contracts Committee for noting.
Funding substitutions at year end in order to maximise funding are the responsibility of the Section 151 Officer.

5.1.18 Article 4 sets out the role of Full Council “approving the strategic financing of the council upon recommendations of the Policy and Resources Committee, determination of financial strategy, approval of the budget, approval of the Capital Programme”.

5.1.19 Local authorities have a power to enter into arrangements between them including under section 111 of the LGA 1972: "Without prejudice to any powers exercisable apart from this section but subject to the provisions of this Act and any other enactment passed before or after this Act, a local authority shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions".

6. Risk Management

6.1.1 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.

6.1.2 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.

6.1.3 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.

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

6.1.5 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.

6.1.6 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.

6.1.7 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.

6.1.8 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.

6.1.9 The future saving and income generation 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.

6.1.10 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. The allocation of an amount to contingency is a step to mitigate the pressures that had yet to be quantified during the budget setting process.

6.1.11 The allocation of budgets from contingency seeks to mitigate financial risks which have materialised.

7. Equalities and Diversity

7.1.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council.

7.1.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties and are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that policy and Resources Committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public-sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

7.1.3 A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.1.4 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (d) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

- (e) 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;
- (f) 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.

7.1.5 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

7.1.6 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Tackle prejudice, and
- b) Promote understanding.

7.1.7 Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

7.1.8 If deemed appropriate, a project may be subject to future individual committee decision once the budget envelope has been set by Council. The equality impacts will be updated for these decisions.

7.1.9 To allow the Council to demonstrate that it has met the Public Sector Equalities Duty as outlined above, each year the Council undertake a planned and consistent approach to business planning. This assesses the equality impact of relevant budget proposals for the current year (affecting staff and/or service delivery) across services and identifies any mitigation to ease any negative impact on particular groups of residents.

7.1.10 The council's Annual equalities report 2019 reports on how this process was carried out in 2018/19. At this stage of the budget planning process for 2020/21 savings and savings to 2025, the council has conducted a preliminary high-level review of the equalities impact of the initial proposals and these are outlined in the savings templates, which have been approved by the relevant theme committee. These are attached at Appendix E to this paper and give detail of analysis to date indicating where further equality analysis may be required. Savings that are continuing from previous years will require on-going analysis

and new savings will require initial analysis. The EqlAs for 2020/21 proposals will be kept under review and updated prior to Full Council.

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

7.1.12 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

7.1.13 Progress against the performance measures we use is published on our website at:

www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

Equalities impact of budget

7.1.14 The Cumulative Equalities Impact Assessment (CEIA) of the budget savings proposals for 2020/21 is shown at Appendix I.

7.1.15 For the 2020/21 budget, 13 saving proposals carried out EqlAs. Of these overall: eight have forecasted the outcome of a positive or neutral impact; one with a negative impact; three with a minor negative impact; and one with no impact.

7.1.16 However, within overall positive EqlAs there are also some negative impacts on certain characteristics.

7.1.17 It has been identified that there may be a cumulative negative impact on residents with disabilities, on those within a certain age groups, ethnicity and religion.

7.1.18 There are also some cumulative positive impacts, with older people, those with disabilities, ethnicity and religion being positive impacted by the proposed changes.

7.1.19 In addition to those with protected characteristics, the following groups may be negatively impacted by the 20/21 budget: carers, people on a low income, those unemployed, young people who are NEET and lone parents.

7.1.20 The CEqlA 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.

7.1.21 The council is satisfied that this CEqlA 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 EqlAs). However, given the scale of savings the council is obliged to make, change is inevitable.

7.1.22 The EqlA process is an iterative process. As Budget proposals are implemented, they will be kept under review and further equalities analysis will be undertaken and individual EqlAs updated as proposals develop.

8. Corporate Parenting

8.1.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child.

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

9. Consultation and Engagement

General

9.1.1 As a matter of public law, the council has a duty to consult on proposals to vary, reduce or withdraw services in the following circumstances:

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

9.1.2 Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equalities duties.

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

- Comments are genuinely invited at the formative stage

- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response
- There is adequate time given to the consultees to consider the proposals
- There is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
- Where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

9.2 General Budget Consultation 2020/21

Overview

- 9.2.1 The general budget consultation began after Policy and Resources Committee on 6 January 2020 where the committee agreed to consult on the council's budget proposals for 2020/1.
- 9.2.2 The consultation opened on the 8 January 2020 and concluded on 3 February 2020.
- 9.2.3 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 2020/21 savings. The outcomes of these consultations are being reported into the committee decision making process.
- 9.2.4 The following paragraphs set out the headline findings from the general budget consultation 2020/21 which is presented to this Committee and subsequently Full Council on 3 March 2020. The detailed findings can be found in Appendix H.

Summary of consultation approach

- 9.2.5 The 2020/21 general budget consultation asked for views on the:
- Overall budget, and savings and income generation proposals for 2020/21;
 - Proposal to increase General Council Tax by 1.99%;
 - Proposal to apply an Adult Social Care Precept on Council Tax of 2% to help pay for adult social care.
- 9.2.6 The consultation was published on Engage Barnet together with a summary consultation document and the full Finance and Business Plan.

- Respondent's views were gathered via an online questionnaire;
- Paper copies and other alternative formats of the consultation were made available on request;
- As part of the council's statutory duty to consult with National Non-Domestic Rate (NNDR) Payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the council's residents' magazine, Barnet First, the council resident's e newsletter, the council's website; local press, Twitter, Facebook, and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through the Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super-user mailing lists.

Response to the consultation

9.2.7 A total of 185 questionnaires were completed -184 online, and 1 paper questionnaire.

9.2.8 The table below shows the profile of those who responded to the questionnaire:

Stakeholder	%	Base
Barnet resident	96%	88
Working within the London Borough of Barnet area	1%	1
Barnet business	2%	2
Representing a voluntary/community organisation	0%	0
Representing a public-sector organisation	0%	0
Representing a school	0%	0
Other	0%	0
Prefer not to say	1%	1
Total who answered this question	100%	92
Did not answer this question		93
Total response to the consultation		185

Summary of key findings

Views on the budget for 2020/21

9.2.9 Respondents were asked to what extent they agree or disagree with the proposed budget for 2020/21. The table below shows that:

- Just under a third of respondents agree (31%) with the council's proposed budget for 2020/21 (4% strongly agree, and 27% tend to agree);

- Just over two fifth of respondents disagree (44%) with the council's proposed budget for 2020/21 (21% tend to disagree and 23% strongly disagree);
- The remainder were either neutral (18 %) or said they did not know or were not sure (7%).

Respondents level of support for the proposed budget for 2020/21

To what extent do you agree or disagree with our proposed budget for 2020/21?	%	Base
Strongly agree	4.4%	8
Tend to agree	26.6%	49
Neither agree nor disagree	17.9%	33
Tend to disagree	21.2%	39
Strongly disagree	22.8%	42
Don't know / not sure	7.1%	13
Total	100.0%	184

Views on proposals to increase both general Council Tax and apply an Adult Social Care precept to Council Tax

9.2.10 Overall, nearly three fifths of respondents (56%) support a Council Tax increase to help fund the budget gap. The table below shows:

- Just under two fifths of respondents (36%) support both the council's proposals on Council Tax: the proposal to increase general Council Tax by 1.99% and the proposal to apply a further 2% Social Care Precept in 2020/21;
- 16% support the proposal to increase general Council Tax by 1.99 % in 2020/21 only;
- 4% support the proposal to apply a 2% Adult Social Care Precept to Council Tax in 2020/21 only;
- just over two fifths of respondents (44%) do not support either of the council's proposals to increase Council Tax in 2020/21: the proposal to increase general Council Tax by 1.99% and the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21.

Respondents level of support for proposed Council Tax increases

Please indicate which of the statements below most closely aligns to your opinion in terms of our Council Tax proposals?	%	Base
I support the proposal to increase general Council Tax by 1.99% in 2020/21 and support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21	35.8%	34
I support the proposal to increase general Council Tax by 1.99% in 2020/21 only	15.8%	15
I support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21 only	4.2%	4
I do not support the proposal to increase general Council Tax by 1.99%, and I do not support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21	44.2%	42
Total	100%	95

Savings and income proposals for 2020/21

9.2.11 Respondents were asked to what extent they agree or disagree with the savings and income proposals identified for each of the theme committees in 2020/21. The table below shows that:

- **Children’s, Education and Safeguarding Committee (CES) received the highest level of support** for the saving and income generation proposals identified, with just over two fifths of respondents (44%) indicating they agree with the saving and income proposals identified within this committee for 2020/21.
- **Adults and Safeguarding Committee (AS) received the second highest level of support**, with just under two fifths of respondents (38%) indicating they agree with the saving and income proposals identified within this committee for 2020/21.
- **There were similar levels of support for saving and income generation proposals identified by Public Health**, with just over a third (36%) agreeing with the saving and income proposals identified within this committee for 2020/21.
- **Housing and Growth, Policy and Resources, and Environment Committee received the least support for their saving and income proposals, with only a quarter of respondents agreeing** with the saving and income generation proposals identified within each of these respective theme committees.

- Just under two fifths of respondents **indicated they disagree (36%)** with the **Housing and Growth Committee, and Policy and Resources Committee (39%)** proposals.
- **Environment Committee received the highest number of respondents who disagree with the saving and income proposals identified within this committee for 2020/21**, with just over half of respondents (54%) indicating they disagree with the Environment Committee saving and income proposals for 2020/21.

Views on the savings and income proposals identified by each theme committee

Theme Committee	Agree		Neither agree nor disagree		Disagree		Don't know / not sure		No comment		Total
	%	Base	%	Base	%	Base	%	Base	%	Base	
Children, Education and Safeguarding	44.2%	42	14.7%	14	29.5%	28	2.1%	2	10.5%	10	95
Adults and Safeguarding	37.9%	36	12.6%	12	35.8%	34	2.1%	2	9.50%	9	95
Public Health	35.8%	34	21.0%	20	30.5%	29	2.1%	3	10.5%	10	95
Housing and Growth	26.3%	25	24.2%	23	35.8%	34	3.2%	3	10.5%	10	95
Policy and Resources	25.0%	24	22.9%	22	38.5%	37	3.1%	3	10.4%	10	96
Environment	24.5%	23	11.7%	11	54.3%	51	2.1%	2	10.5%	10	95

Further comments on theme committee saving and income proposals for 2020/21

9.2.12 Respondents were also asked if they had any comments to make about the saving and income proposals identified within each theme committee for 2020/21. Of those who responded to the consultation, 37 out of 185 gave a response to this question.

9.2.13 The responses to this question were varied and the most common themes, with a response of four comments or more, have been summarised below. Percentages are based on those who answered this question.

- **The most frequently mentioned comment was that respondents disagree with the proposal to charge for garden waste collection (24%, nine respondents):**

Respondents cited: they disagree with the green bin charging scheme / charging will divert waste into grey bins or fly tipping / and moving to charging will result long term in increased removal of the green parts of our borough.

➤ **The second most frequently mentioned comment was that respondents did not support an increase in Council Tax, citing it was unaffordable (19%, seven respondents):**

Respondents cited: Council tax increase is unacceptable. / Please don't generate income by increasing council tax for people earning less than £21,000 per year. / My objection is an increase in council tax while the tax goes up every year it's become hard to afford payments. / Please increase income generation and savings to balance the budget without raising the Council tax level.

Further comments on the overall budget for 2020/21

9.2.14 Respondents were also asked if they had any further comments to make about the councils proposed budget for 2020/21. Of those who responded to the consultation, 48 out of 185 gave a response to this question.

9.2.15 The responses to this question were again varied and the most common themes, with a response of four comments or more, have been summarised below. Percentages are based on those who answered this question:

Again, respondents felt Council Tax is already excessively high and that it was already too expensive whilst wages have stayed the same (21%, nine respondents):

Respondents cited: The planned increase is well above the rate of inflation and will only serve to plunge those in low incomes further into debt. / I absolutely disagree with raising taxes while my wages have stagnated for years! / On a low income it is only possibly to cut more and more into one's savings until one has used them up and then ask for support oneself.

Conversely some respondents said they supported the increase in Council Tax to help improve services Tax (15%, seven respondents):

Example verbatim comments: The council should consider a referendum on a higher increase in council tax, to get finances back to a level that would support real service improvements. / I would be willing to pay even more to protect services if central government would allow us. / consider putting the council tax up more in order to improve living standards in the borough. They have gone down enormously and it is not a nice place anymore. / Council tax should be further increased so that the budget balances. / I agree with proposed Council Tax increase but require a big improvement in the street cleaning activity,

The third most mentioned comment was that respondents felt more should be spent on Environment Committee; improving roads; cleaning streets (8%, four respondents):

More should be spent on the environment. / would prefer the roads to be well maintained. The area to be clean and well-lit and bins collected regularly. / Many pavements (e.g. High Road between Whetstone & North Finchley) in the autumn/winter that need clearing of leaves so that they don't become slippery & dangerous. / I support any funding to deal with fly tipping in child's hill / Many more roads & large potholes that need fixing. Perhaps the government should find a way of taxing people with large cars (I.e. SUVs, Range Rovers etc) which are destroying the roads.

9.2.16 Detailed analysis of all the open-ended questions is provided in Appendix H.

Consideration of the 2020/21 General Budget Consultation

9.2.17 Considering all of the points raised within the General Budget Consultation, the following comments address the major considerations in the recommended budget.

9.2.18 Overall Budget and savings and income generation proposals for 2020/21

A number of comments were provided in relation to the overall budget and specific savings. Frequent comments provided and the proposed action are set out below:

Charging for Green Waste – 9 respondents indicated that they disagreed with the decision to charge for green waste. The reasons provided being that there will be an increase in fly tipping and that there will be an overall decrease in green parts of the borough. Considering the total level of savings required by the council the recommendation to implement charging for green waste remains. Additional resources to reduce fly tipping have been put in place. Implementing the charge supports the council to better align its resources to its statutory functions.

Improvements to Environment Committee activities – 4 respondents indicated that they would like to see increased expenditure on issues such as road maintenance, fly tipping and waste collection. The council is investing an additional £1.8m revenue budget in addition to the capital highways improvement projects in place. In consideration of the planned level of investment and the overall balance of resources, the recommended budget remains unchanged.

VCS Contract – Specific comments were received in relation to the proposal to reduce the investment in the VCS contract. Taking on board the comments put forward, the recommendation in relation to this saving has been removed from the MTFs. The council now believes a more thorough review of the

current arrangements with the voluntary community would be a better approach.

Saracens Loan – Two comments were received in respect of Saracens Loan in relation to it being a financial cost to the council. The Saracens Loan is provided on competitive commercial terms and generates a revenue income over and above the cost of borrowing. This supports the councils savings delivery programme and MTFS.

Make further savings – The council is proposing a balance between making further cuts, maintaining service delivery, increasing taxation and generating additional income. The council will make decisions on prioritisation of its resources through this budget setting process and the recommendations take into account this prioritisation.

9.2.19 General Council Tax Increase

The council has a difficult balance to make in considering affordability to residents and ensuring it has sufficient resources within which to provide its statutory duties. The recommendation is to go ahead with the 1.99% General Council Tax increase. This recognises that more than half (56%) of respondents supported the measure. Comments were provided in the free text fields in relation to the affordability of increased Council Tax being a concern. The council maintains a Council Tax Support Scheme, the purpose of which is to ensure that those who cannot afford to pay Council Tax (due to low income levels etc) are supported to pay a reduced amount depending on their circumstances. The council received 7 comments directly in support of council tax increases in order to support service improvement.

9.2.20 Application of 2.00% Social Care Precept

The council has a difficult balance to make in considering affordability to residents and ensuring it has sufficient resources within which to provide its statutory duties. The recommendation is to go ahead with the 2.00% Social Care Precept. This recognises that 40% respondents supported the measure and that the funding is hypothecated to Social Care, supporting an area of significant financial pressure within the council. Comments were provided in the free text fields in relation to the affordability of increased Council Tax being a concern. The council maintains a Council Tax Support Scheme, the purpose of which is to ensure that those who cannot afford to pay Council Tax (due to low income levels etc) are supported to pay a reduced amount depending on their circumstances. The social care precept is expected to generate £3.6m of additional income. This is set in the context of service pressures in excess of £7m for 2020/21. The council received 7 comments directly in support of council tax increases in order to support service improvement which the precept supports.

9.2.21 All other recommendations and proposed budgets are fully in conscience of the comments and findings of the General Budget Consultation set out in Appendix H.

10. Insight

10.1.1 None in the context of this report.

Background Papers

Committee	Item & Agenda	Link
Policy & Resources 6 January 2020	Item 7 Business Planning 2020-25 and Budget Management 2019/20	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=10084&Ver=4
Policy & Resources 3 October 2019	Item 8 Business Planning 2020-25 and Budget Management 2019/20	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9851&Ver=4
Policy & Resources 17 June 2019	Item 8 Business Planning 2020-24 and Budget Management 2019/20	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9850&Ver=4
Full Council 5 March 2019	Item 11 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4
Policy & Resources 20 Feb 2019	Item 8 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4
Policy & Resources 11 December 2018	Item 8 Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9460&Ver=4
Housing and Growth Committee, 26 November 2019	Brent Cross central team	https://barnet.moderngov.co.uk/documents/s56500/Brent%20Cross%20Central%20team%20Report.pdf

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Resources vs. Expenditure	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Resources	309.235	315.438	326.318	337.524	348.038
Expenditure	309.235	327.774	345.731	361.647	384.868
Net Surplus/(Deficit)	0.000	(12.336)	(19.413)	(24.123)	(36.830)
Funded from reserves	0.000	0.000	0.000	0.000	0.000
Net Surplus/(Deficit) after reserves	0.000	(12.336)	(19.413)	(24.123)	(36.830)

Forecast Expenditure	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Base Expenditure Budget	300.493	309.235	327.774	345.731	361.647
Inflation - Pay	2.490	2.558	2.628	2.700	2.773
Inflation - Non Pay	3.409	3.689	3.771	3.845	3.921
Capital Financing Costs	(2.000)	1.485	0.814	(0.821)	0.000
Public Health	0.000	0.000	0.000	0.000	0.000
North London Waste Authority levy	1.000	1.000	1.000	1.000	1.000
Pension deficit recovery contributions	0.501	0.511	0.521	0.531	0.542
Statutory / Cost Drivers Sub Total	5.400	9.243	8.734	7.255	8.236
Contingency - general risks	3.824	5.993	6.200	5.693	8.000
Transfer to smoothing reserve	0.000	0.000	0.000	0.000	0.000
Service Pressures and Growth - MTFS	16.345	9.579	8.570	7.803	7.898
Council Tax Support Discretionary Relief	0.000	0.000	0.000	0.000	0.000
Concessionary Fares / Other Levies	0.000	0.000	0.000	0.000	0.000
Service Expenses sub total	20.170	15.572	14.770	13.496	15.898
IBCF & Adult Social Care grant	0.000	0.000	0.000	0.000	0.000
Public Health Grant increase	0.474	0.000	0.000	0.000	0.000
London Crime Prevention Fund	0.000	0.000	0.000	0.000	0.000
Flexible Homelessness Support Grant	0.008	0.000	0.000	0.000	0.000
Special Educational Needs & Disability	0.000	0.000	0.000	0.000	0.000
Independent Living Fund	0.000	0.000	0.000	0.000	0.000
Grant Income grossed up	0.483	0.000	0.000	0.000	0.000
Total Forecast Expenditure	326.546	334.050	351.279	366.482	385.781
Forecast Resources	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
New Formula Grant Funding					
Business Rates (inc. S31 Grants)	40.100	33.395	34.049	34.702	34.702
Collection Fund Smoothing Reserve Implementation	0.000	0.000	0.000	0.000	0.000
Business Rates Top Up / (Tariff)	19.810	26.748	27.271	27.795	27.795
RSG	6.283	3.849	3.849	3.849	3.849
London net pooling benefit with no SIP	0.454	0.000	0.000	0.000	0.000
New Formula Grant Sub Total	66.647	63.993	65.170	66.347	66.347
Council Tax					
CT Income	184.659	193.738	203.503	213.339	223.651
SC Precept	3.621	3.799	3.991	4.184	4.386
Council Tax Income	188.280	197.537	207.494	217.523	228.037

Resources vs. Expenditure	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
CT Collection Fund Contribution	0.000	0.000	0.000	0.000	0.000
PFI Credit	2.235	2.235	2.235	2.235	2.235
New Homes Bonus	10.149	10.149	10.149	10.149	10.149
Housing and CT Benefit Admin	1.821	1.567	1.313	1.313	1.313
Public Health	17.177	17.177	17.177	17.177	17.177
London Crime Prevention Fund	0.145	0.000	0.000	0.000	0.000
Flexible Homelessness Support Grant	4.258	4.258	4.258	4.258	4.258
Special Educational Needs & Disability Grant	0.000	0.000	0.000	0.000	0.000
Social Care (ASC and CSC)	7.843	7.843	7.843	7.843	7.843
ASC Grant / IBCF	9.339	9.339	9.339	9.339	9.339
Independent Living Fund	1.340	1.340	1.340	1.340	1.340
Other Funding Sub Total	242.588	251.446	261.149	271.178	281.692
Total Income From Grant and Council Tax	309.235	315.438	326.318	337.524	348.038
Budget Gap before Savings	(17.311)	(18.612)	(24.961)	(28.958)	(37.743)
Saving Proposals Identified (Green & Amber)	17.311	6.276	5.548	4.835	0.913
Proposed Savings	17.311	6.276	5.548	4.835	0.913
Budget Gap after Savings	0.000	(12.336)	(19.413)	(24.123)	(36.830)
Collection Fund Smoothing Reserve Implementation	0.000	0.000	0.000	0.000	0.000
Reserve to Fund discretionary relief for CTRS	0.000	0.000	0.000	0.000	0.000
Reserve to fund increased investment in Streetscene	0.000	0.000	0.000	0.000	0.000
Specific reserves contribution	0.000	0.000	0.000	0.000	0.000
Reserves Sub Total	0.000	0.000	0.000	0.000	0.000
Total funding Surplus/(Deficit)	0.000	(12.336)	(19.413)	(24.123)	(36.830)
Incremental gap	0.000	(12.336)	(7.077)	(4.710)	(12.707)
Council Tax Requirement	188.280	197.537	207.494	217.523	228.037
Council Tax Base	147,813	149,130	150,636	151,858	153,090
London Borough of Barnet Council Tax *(excl. GLA precept)	£1,273.77	£1,324.60	£1,377.45	£1,432.41	£1,489.56
%age Increase	1.99%	1.99%	1.99%	1.99%	1.99%
London Borough of Barnet precept	£24.38	£24.38	£25.35	£26.36	£27.41
%age Increase	2.00%	2.00%	2.00%	2.00%	2.00%
Social Care precept	£24.50	£25.48	£26.49	£27.55	£28.65

Appendix B
COUNCIL TAX RESOLUTION
Statutory Determination of Council Tax 2020-21 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 **147,813** (band D equivalent) as the amount for the Council Tax Base for the year 2020/21 [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 2020/21 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

i) **£980,453,663** 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) **£792,173,601** 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) **£188,280,062** as the Council Tax Requirement in accordance with Section 31A (4) of the Act, being the amount by which the aggregate at 2i) above exceeds the aggregate at 2ii) above. (Item R in the formula section 31B (1) of the Act;

iv) **£1,273.77** 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 2020/21 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 2020/21.

4) Note that the table below sets out the amounts of Council Tax for 2020-21 calculated by multiplying the amount at 2 (iv) above by the number which, in the proportion set out in Section 5(1) of the Local Government Finance Act 1992, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Local Government Finance Act 1992, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands

Council Tax Band	Barnet
A	849.18
B	990.71
C	1,132.24
D	1,273.77
E	1,556.83
F	1,839.89
G	2,122.95
H	2,547.54

5) Note that for the year 2020-21, 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	221.38
B	258.28
C	295.17
D	332.07
E	405.86
F	479.66
G	553.45
H	664.14

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 2020-21 for each of the categories of dwellings as shown below:

Council Tax Band	Total
A	1,070.55
B	1,248.99
C	1,427.40
D	1,605.84
E	1,962.69
F	2,319.55
G	2,676.40
H	3,211.68

Appendix C1 Revenue Budget 2020/21

Council Services	2019/20		2020/21
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Adults and Health	111,213,498	115,949,150	119,736,145
Assurance	8,443,647	5,690,429	7,708,720
Children's Family Services	66,233,648	67,479,690	69,378,824
Growth and Corporate Services	33,014,300	38,695,772	39,277,901
Environment	34,523,064	24,710,835	24,087,182
Finance	58,135,587	59,784,624	63,026,624
Regional Enterprise	1,353,607	2,281,642	2,094,816
Special Parking Account	-13,264,471	-13,493,911	-16,074,781
Total Service Expenditure	299,652,880	301,098,231	309,235,431

REVENUE BUDGET 2020/21

BUDGET	2019/20 Original	2019/20 Current	2020/21 Original
	£	£	£
Total Service Expenditure	298,516,880	301,098,231	309,235,431
Contribution to / (from) Specific Reserves	(4,221,436)	(5,357,436)	0
NET EXPENDITURE	294,295,444	295,740,795	309,235,431
Other Grants	(47,399,000)	(48,844,351)	(54,307,927)
BUDGET REQUIREMENT	246,896,444	246,896,444	254,927,505
Business Rates Retention	(68,600,000)	(68,600,000)	(40,553,935)
Business rates top-up	0	0	(19,810,294)
BUSINESS RATES INCOME	(68,600,000)	(68,600,000)	(60,364,230)
RSG	0	0	(6,283,212)
Collection Fund Adjustments	0	0	0
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	178,296,444	178,296,444	188,280,063
Greater London Authority - Precept	46,653,436	46,653,436	49,084,263
COUNCIL TAX REQUIREMENT	224,949,880	224,949,880	237,364,326
Components of the Council Tax (Band D)	2019/20	2020/21	Increase
	£	£	%
Mayors Office for Policing and Crime	242.13	252.13	4.13%
London Fire & Emergency Planning Authority	53.00	54.56	2.94%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	25.38	25.38	0.00%
Greater London Authority	320.51	332.07	3.61%
London Borough of Barnet	1,224.90	1,273.77	3.99%
Total	1,545.41	1,605.84	3.91%

REVENUE BUDGET 2020/21

COUNCIL TAX SUMMARY

Council Tax Bands (based on proper	2019/20	2020/21	Tax Yield
	£	£	£
[Up to £40,000]	1,030.27	1,070.56	2,590,916
[Over £40,000 & up to £52,000]	1,201.99	1,248.99	7,867,488
[Over £52,000 & up to £68,000]	1,373.70	1,427.41	31,324,256
[Over £68,000 & up to £88,000]	1,545.41	1,605.84	49,259,391
[Over £88,000 & up to £120,000]	1,888.83	1,962.69	53,307,426
[Over £120,000 & up to £160,000]	2,232.26	2,319.55	40,828,603
[Over £160,000 & up to £320,000]	2,575.68	2,676.40	39,522,720
[Over £320,000]	3,090.82	3,211.68	12,663,526
			237,364,326

COUNCIL TAXBASE

Council Taxbase	2019/20	2020/21	Income
	Band D Equivalents	Band D Equivalents	
Total properties (per Valuation List)	174,811	176,599	283,590,324
Exemptions	(2,866)	(3,275)	(5,259,126)
Disabled reductions	(115)	(120)	(192,701)
Discounts (10%, 25% & 50%)	(27,869)	(25,277)	(40,590,462)
Adjustments	3,806	2,129	3,418,833
Aggregate Relevant Amounts	147,767	150,056	240,966,868
Non-Collection (1.5% both years)	(2,215)	(2,252)	(3,616,352)
Contributions in lieu from MoD	8	9	13,810
	145,560	147,813	237,364,326

Total LBB

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Asset Capital Accg Charges	22,563,841	22,563,841	22,563,841
Capital Accounting Charges	2,551,875	-9,241,410	5,362,185
Capital Financing	35,476,914	25,297,684	28,420,686
Employee Related	84,875,227	264,459,025	98,360,375
Premises Related	21,632,892	34,891,209	20,998,698
Secondary Recharges	-2,622,857	-8,652,501	-8,321,056
Supplies/Services	147,744,200	177,667,621	152,221,299
Support Services	0	10,514,479	0
Third Party Payments	203,735,122	212,183,424	219,206,457
Transfer Payments	480,461,213	257,661,547	436,882,394
Transport Related	4,416,485	4,667,640	4,758,783
Expenditure	1,000,834,912	992,012,559	980,453,663
Customer & Client Receipts	-236,817,546	-257,468,389	-236,444,030
Government Grants	-549,276,081	-512,254,841	-516,813,741
Interest	-1,292,994	-1,292,994	-1,292,994
Interim Budgets	-1,285,325	-1,285,325	-1,285,325
Other Grants & Reimbursments	-33,866,522	-41,414,566	-36,337,511
Income	-822,538,468	-813,716,115	-792,173,601
Total (excl Council Tax)	178,296,444	178,296,444	188,280,062
Council Tax	-178,296,444	-178,296,444	-188,280,062

Budget Summary and Forward Plan

Adults and Health	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	111,213,498	119,736,145	118,355,145	117,063,145	116,169,145
Virements approved in prior period	4,262,406				
Revised Base Budget	115,475,904	119,736,145	118,355,145	117,063,145	116,169,145
Savings					
Committee has agreed a new contract with YourChoice Barnet which included a transformation of the service model to deliver better outcomes.	-290,000				
Rescoping and targeting of prevention contracts- the savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness.	-350,000				
This proposal is to reduce the costs of delivering the service, without impacting the number of people able to access it. The savings will be made by reductions to management and external service development costs.	-155,000				
Reduction in printing costs	-15,000				
This proposal is based on better managing the supply of nursing care beds for LBB, by: - Purchasing blocks of beds; and - Purchasing placements from other boroughs in London where they meet needs at better value to the authority	-150,000				
Increased income from change to 'override' rates, charged for arranging care for those not eligible for local authority funded care and respite rates.	-150,000				
Client contributions will increase due to increased numbers of people receiving services who are assessed as having to make a contribution following a financial assessment.	-200,000				
Use of capital funding to pay for certain items of community equipment in line with financial criteria, resulting in a saving to the revenue budget.	-1,000,000				
Applying a strengths-based approach to care reviews for older adults and people with physical disabilities thus reducing the cost of formal care and support.	-400,000				
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).	-200,000				
Continuing to review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. Saving is based on extending the impact of independence focussed reviews and working closely with providers to ensure that support promotes independence and progression.	-550,000	-100,000	-150,000		
Savings from reviews undertaken by mental health teams who review people with care and support packages to ensure that their care and support is proportionate to their needs and maximises independence and recovery.	-300,000				
Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs.		-100,000	-160,000		
Proposed third Extra-Care Housing scheme at Cheshir House, with 75 units expected to be completed in 2020/21.			-100,000	-100,000	

Adults and Health	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Sexual Health Services - London-wide sexual health transformation including digital testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention	-100,000	-310,000	-250,000	-100,000	
Healthy Child Programme - redesigning support for teenage parents.	-324,000			-59,000	
Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns			-100,000		
Staffing - Proposed restructure to centralise public health functions across the Council and increase resilience and capacity of the team				-143,000	
Health Checks - Reconfiguration of health checks via GP federation to focus on hub approach will result in management cost reduction				-50,000	
Savings Total	-4,184,000	-510,000	-760,000	-452,000	0
<u>Income generation</u>					
Replacement of base budget with Improved Better Care grant funding	-150,000				
Implementation of a pre-paid card solution and transitioning 80% of direct payment clients to it, with a secure online facility to upload evidence of spend, leading to an increase in transparency and recoument of unspent / wrongly spent monies from clients.	-250,000				
Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	-61,000	-124,000	-159,000	-184,000	
Over-delivery against projected income from the GLL leisure services contract	-1,096,000	-747,000	-373,000	-258,000	
Income generation Total	-1,557,000	-871,000	-532,000	-442,000	0
Funding for Pay inflation	368,586				
Funding for Non-Pay inflation	1,514,041				
Inflation Total	1,882,627	0	0	0	0
<u>Grossing up of grants</u>					
Public Health Grant	474,365				
Grossing up of grants total	474,365	0	0	0	0
<u>Pressures</u>					
19/20 demand led pressures	3,149,100				

Adults and Health	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Increase in complexity of Adult Social Care Packages	990,000				
Transitions cases from Childrens Services to Adults	2,880,000				
Pressures Total	7,019,100	0	0	0	0
Transfers between services					
Transfer of SHAW from Growth & Corporate services	201,149				
Transfer of Community safety base budget for services funded by Public health grant	424,000				
Transfers between services Total	625,149	0	0	0	0
Budget	119,736,145	118,355,145	117,063,145	116,169,145	116,169,145

Adults and Health

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
ASC Prevention Services	4,830,077	3,769,747	2,612,747
A&H Prevention Services	4,830,077	3,769,747	2,612,747
ASC Workforce	14,376,219	15,751,739	15,758,400
A&H Workforce	14,376,219	15,751,739	15,758,400
Integrated Care - Learning Disabilities	20,743,190	22,453,433	24,443,189
Integrated care - Mental Health	7,436,493	8,807,470	9,388,305
Integrated Care - Older Adults	38,485,904	38,791,065	39,989,378
Integrated Care - Physical Disabilities	8,028,972	8,940,870	9,545,093
Strategic Commissioning	74,694,559	78,992,838	83,365,964
Leisure, Sports and Physical Activity	508,910	520,520	520,520
Leisure, Sports and Physical Activity	508,910	520,520	520,520
Corporate Health & Safety	96,683	111,306	201,149
Corporate Health & Safety	96,683	111,306	201,149
Public Health	16,707,050	16,803,000	17,277,365
Public Health	16,707,050	16,803,000	17,277,365
Adults and Health	111,213,498	115,949,150	119,736,145

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	-52,651	0	0
Employee Related	17,852,648	19,802,168	19,898,657
Premises Related	93,602	93,252	93,252
Secondary Recharges	870,081	2,444,449	2,444,449
Supplies/Services	5,378,477	5,438,203	4,281,203
Third Party Payments	105,930,335	104,708,422	110,401,813
Transfer Payments	15,819,410	15,568,126	15,568,126
Transport Related	215,029	214,029	214,044
Expenditure	146,106,931	148,268,649	152,901,544
Customer & Client Receipts	-13,338,067	-13,351,307	-14,197,207
Government Grants	-1,564,790	-224,419	-224,419
Other Grants & Reimbursments	-19,990,576	-18,743,773	-18,743,773
Income	-34,893,433	-32,319,499	-33,165,399
Adults and Health	111,213,498	115,949,150	119,736,145

Budget Summary and Forward Plan					
Assurance	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	10,487,170	7,708,720	7,608,720	7,508,720	7,392,720
Virements approved in prior period	-4,372,741				
Revised Base Budget	6,114,429	7,708,720	7,608,720	7,508,720	7,392,720
Savings					
Paperless committees (subject to robust digital infrastructure in place - hence implement in 2020/21)	-68,000				
Stop funding of printer cartridges as part of digitisation	-3,000				
Make CAFT team cost neutral through increase income generation incl expansion of sold service to OLAs	-100,000	-100,000	-100,000	-116,000	
Savings Total	-171,000	-100,000	-100,000	-116,000	0
Funding for Pay inflation	100,476				
Funding for Non-Pay inflation	35,405				
Inflation Total	135,881	0	0	0	0
Pressures					
Community Safety	221,000				
Pressures Total	221,000	0	0	0	0
Transfers between services					
Transfer of Community Safety from Environment	1,832,410				
Transfer of Community safety base budget for services funded by Public health grant	-424,000				
Transfers between services Total	1,408,410	0	0	0	0
Budget	7,708,720	7,608,720	7,508,720	7,392,720	7,392,720

Assurance

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Assurance & Business Development	1,163,513	1,266,811	1,297,076
Counter Fraud Operations	349,650	436,985	346,536
Electoral Service	664,845	803,585	819,154
Governance	2,183,890	2,266,300	2,240,329
Information Management	1,023,188	541,038	558,284
Internal Audit	370,960	375,710	383,250
Community Safety	0	0	2,053,410
Assurance	5,756,046	5,690,429	7,698,038
Legal Advice and Monitoring	2,687,601	0	10,682
Legal Advice and Monitoring	2,687,601	0	10,682
Assurance	8,443,647	5,690,429	7,708,720

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	150,000	150,000	153,379
Employee Related	4,751,696	5,023,776	6,269,167
Premises Related	2,220	2,220	2,220
Secondary Recharges	-178,283	-95,243	-135,133
Supplies/Services	4,705,343	816,893	1,026,643
Third Party Payments	0	0	966,248
Transport Related	29,280	29,560	33,820
Expenditure	9,460,256	5,927,206	8,316,343
Customer & Client Receipts	-839,362	-59,530	-270,376
Other Grants & Reimbursments	-177,247	-177,247	-337,247
Income	-1,016,609	-236,777	-607,623
Adults and Health	8,443,647	5,690,429	7,708,720

Budget Summary and Forward Plan					
Children's Family Services	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	66,233,648	69,378,824	68,369,824	66,965,824	65,456,824
Virements approved in prior period	1,246,042				
Revised Base Budget	67,479,690	69,378,824	68,369,824	66,965,824	65,456,824
Savings					
Savings from improved contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	-334,000	-334,000	-334,000	-334,000	0
Second year of savings from transferring Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	-75,000	0	0	0	0
Agree new funding arrangements with statutory partners for the Multi Agency Safeguarding Arrangements, which replaced the Local Safeguarding Children's Boards.	-100,000	0	0	0	0
Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.	0	0	-150,000	-200,000	0
Remodelling of placements to reduce number of children in high cost placements	-450,000	-405,000	-550,000	-725,000	0
Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	0	0	0	-200,000	0
Back office saving through voluntary option for back office staff to work 4 day weeks	0	-270,000	-270,000	0	0
Contract savings through reviewing existing planned taxi arrangements to find alternative more cost effective journeys through brokerage	-50,000	0	0	0	0
A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	-200,000	0	0	0	0
Use of Apprenticeship Levy to fund apprenticeship programmes for social workers	-130,000	0	0	0	0
Reduction in the use of the Schools Causing Concern budget due to more schools being good or outstanding	-30,000	0	0	0	0
Deleting a vacant post in the Participation Team and using one off funding to deliver UNICEF partnership work	-100,000	0	0	0	0
Anticipated Department for Education funding for Unaccompanied Asylum Seeking Children that are care leavers	-300,000	0	0	0	0
Savings Total	-1,769,000	-1,009,000	-1,304,000	-1,459,000	0
Income generation					
Continuing Health Care contribution to appropriate placements for 18-25 year olds	-300,000	0	0	0	0
Profit share with Cambridge Education through increased income from contracts with other local authorities	0	0	-100,000	-50,000	0
Savings through better use of grant funding- e.g. Troubled Families grant, Youth Justice grant and Trusted Relationships grant	-200,000	0	0	0	0
Income generation through being commissioned by the DfE to be an improvement partner for inadequate local authorities	-50,000	0	0	0	0

Children's Family Services	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Use of Dedicated Schools Grant to fund inclusion work carried out by Cambridge Education to keep children in mainstream schools and so reduce the pressure in the High Needs Block	-400,000	0	0	0	0
Income generation Total	-950,000	0	-100,000	-50,000	0
Funding for Pay inflation	667,683				
Funding for Non-Pay inflation	767,151				
Inflation Total	1,434,834	0	0	0	0
Pressures					
Demographics and complexity (placements)	990,000				
Special Guardianship Orders	54,000				
No Recourse to Public Funds cases within Family Services	270,000				
Unaccompanied Asylum Seeker Children moving into Care Leaving Services	270,000				
Staffing - agency, following reduction for recharge	405,000				
Placements for 18-25 year olds	270,000				
IT pressures within Family Services	63,000				
Legal costs across social care and education	270,000				
Reduction in schools central block funding for historical commitments	87,300				
Caseloads/staffing 0-25: investment on Autism related work	360,000				
Libraries – rates and security	144,000				
Pressures Total	3,183,300	0	0	0	0
Budget	69,378,824	68,369,824	66,965,824	65,456,824	65,456,824

Children's Family Services

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Assessmnt, Intervention & Planning	7,817,610	10,796,468	11,444,407
Clinical Services	1,387,085	1,391,325	1,418,131
CSC 0-25	7,885,467	7,896,459	9,242,755
Permanence, Transitions & Corporate			
Parenting	4,088,557	4,362,682	4,688,793
Placements	17,943,600	21,489,323	20,871,515
Safeguarding, QA & Work force			
Development	2,674,120	2,713,920	2,630,240
Social Care Management	631,200	1,214,335	1,231,203
YOT, Risk and Vulnerability	477,330	484,075	496,677
Children's Social Care	42,904,969	50,348,587	52,023,721
Central Education (Commissioning)	26,375	-304,685	-331,609
Communications, Complaints & Business			
Support	1,079,910	1,372,481	1,396,193
Commissioning	1,065,823	1,166,309	1,185,204
Early Help 0-19	4,366,198	4,463,308	4,368,481
Education Skills	6,174,973	6,121,746	5,832,102
Libraries	3,473,700	3,538,480	3,734,367
Partnership and Voice of Child	390,318	415,532	223,467
Performance Improvement & Customer			
Engagement	1,337,306	1,226,116	1,308,962
Early Intervention & Prevention	17,914,603	17,999,287	17,717,166
Family Services Management	5,414,076	-868,184	-362,064
Family Services Management	5,414,076	-868,184	-362,064
Children's Family Services	66,233,648	67,479,690	69,378,824

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	-900	-500	-500
Employee Related	30,439,029	33,538,130	34,758,113
Premises Related	913,560	926,548	1,016,548
Secondary Recharges	-5,367,346	-6,842,080	-6,572,080
Supplies/Services	18,272,845	14,843,460	14,738,611
Third Party Payments	19,030,067	25,862,130	26,966,130
Transfer Payments	8,044,040	7,997,993	7,997,993
Transport Related	440,596	391,102	341,102
Expenditure	71,771,891	76,716,783	79,245,917
Customer & Client Receipts	-1,277,840	-1,174,821	-1,174,821
Government Grants	-2,051,187	-3,503,451	-3,733,451
Other Grants & Reinbursements	-2,209,216	-4,558,821	-4,958,821
Income	-5,538,243	-9,237,093	-9,867,093
Children's Family Services	66,233,648	67,479,690	69,378,824

Budget Summary and Forward Plan					
Growth and Corporate Services	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	33,014,300	39,277,901	37,610,901	36,311,901	35,029,901
Virements approved in prior period	4,694,913				
Revised Base Budget	37,709,213	39,277,901	37,610,901	36,311,901	35,029,901
<u>Savings</u>					
The Customer & Support Group contract for customer and back office services will deliver reductions in the cost of back office services of £70m or an average of £7m a year.	-871,000	-272,000	-141,000		
Strategic HR services were previously provided through the CSG contract which contained a reduction in the cost of back office services including Strategic HR. Strategic HR has been returned to the council on the same basis, with savings targets for future years.	-14,000	-9,000	-6,000	-4,000	
Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line)	-153,000	-20,000	-134,000	-138,000	
Exiting NLBP2 lease at lease termination in June 2020.	-1,300,000	0	0	0	0
500 additional acquisitions of properties for use as affordable temporary accomodation.	-44,125	-120,952	-115,619	-146,854	-101,712
Transfer of 156 properties acquired by Council for use as affordable temporary accomodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	-172,489	-27,234	34,620	40,116	41,545
Additional 72 homes for affordable rent built by Open Door Homes which will provide a cheaper alternative to temporary accomodation and Open Door Homes will pay an premium to the council for each property.	0	0	-22,209	-78,800	0
Build 87 new council homes for rent on top of existing council housing blocks which will provide a cheaper alternative to temporary accomodation.	0	0	-103,208	-120,348	-7,163
Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	-300,000	-550,000	-500,000	-400,000	-150,000
Additional 300 affordable homes acquired in Greater London resulting in savings in temporary accommodation costs.	-136,386	-330,814	-311,584	-203,446	-57,303
Delivery of 52 homes on Hermitage Lane resulting in savigns in temporary accommodation costs.	0	0	0	-30,803	-32,233
Delivery of 250 homes across 3 scheme resulting in savings in temporary accommodation costs.	0	0	0	-173,359	-350,263
Delivery of 40 affordable homes on one or more car park sites thereby increasing the provision of affordable housing and reducing the cost of temporary accommodation.	0	0	0	-26,505	-55,870
Savings Total	-2,991,000	-1,330,000	-1,299,000	-1,282,000	-713,000
<u>Income generation</u>					

Growth and Corporate Services	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Moving from Barnet House to new offices in Colindale has created the opportunity to generate income from sub-letting Barnet House.	-203,000	0	0	0	0
Increased income for full years worth of rent or hire fees for new lettings agreed part way through 19/20	-343,000	0	0	0	0
Increased ground rent from potential development (Hendon Campus)	0	0	0	0	-200,000
Commercial property acquisitions for improved place shaping resulting in incidental income.	-337,000	-337,000	0	0	0
Income generation Total	-883,000	-337,000	0	0	-200,000
Funding for Pay inflation	108,983				
Funding for Non-Pay inflation	663,903				
Inflation Total	772,886	0	0	0	0
Pressures					
Housing General Fund - Temporary Accommodation	270,000				
Additional Security Pressures across the estate	126,000				
Estates pressures; cyclical repairs, reactive repairs & maintenance (incl fly tipping clearance)	270,000				
Brogans and potential GBN leasing costs (after completion of remedial works)	270,000				
Brent Cross income shortfall	699,300				
Additional parking costs for Family Services	90,000				
Variable storage and Office 365 costs	45,000				
HR Transformation (including trade union time)	360,000				
Customer Services & Digital - out of hours calls	72,000				
Organisational Development (TW3 ii)	225,000				
CE: Implementation and ongoing costs for Integra & Additional finance support	27,000				
Document Solutions mark-up income	693,000				
Additional Staff Costs - Growth	250,000				
Additional Staff Costs - Estates	350,000				
Additional Staff Costs - BEST	375,000				
Pressures Total	4,122,300	0	0	0	0
Transfers between services					
Transfer of SHAW to Adults & Health	-201,149				
Transfer of SEED from Regional Enterprise	748,651				
Transfers between services Total	547,502	0	0	0	0
Budget	39,277,901	37,610,901	36,311,901	35,029,901	34,116,901

Growth and Corporate Services

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Commercial Management	1,110,388	1,384,418	1,252,598
Customer Services & Digital	336,620	670,580	975,475
Registrars service	22,600	12,220	28,695
Performance & Risk	338,357	402,707	410,674
Commercial and ICT	1,807,965	2,469,925	2,667,442
CSG Managed Budget (Estates Management)	3,617,656	5,022,426	3,920,179
CSG Management Fee	18,541,164	20,044,616	20,240,979
Customer Support Group	22,158,820	25,067,042	24,161,158
Deputy Chief Executive	508,980	505,300	515,271
Deputy Chief Executive	508,980	505,300	515,271
Employment Skills & Economic Development	200,000	387,445	950,630
Estates Management (LBB)	179,675	501,665	855,337
Growth and Housing	234,644	234,374	496,726
Housing Strategy	6,178,235	7,366,430	7,186,831
Growth and Development	6,792,554	8,489,914	9,489,524
Human Resources & Organisational Development	830,240	974,630	1,337,250
Human Resources & Organisational Development	830,240	974,630	1,337,250
Strategy & Communications	915,741	1,188,961	1,107,255
Strategy & Communications	915,741	1,188,961	1,107,255
Deputy Chief Executive	33,014,300	38,695,772	39,277,901

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	106,750	200,000	201,359
Employee Related	4,307,025	5,692,581	6,107,504
Premises Related	6,688,215	6,765,024	5,830,941
Secondary Recharges	-1,537,047	-10,483,547	-10,366,547
Supplies/Services	34,809,182	47,293,530	47,634,720
Third Party Payments	23,846,252	23,852,556	24,053,438
Transport Related	1,690	67,323	67,881
Expenditure	68,222,067	73,387,467	73,529,296
Customer & Client Receipts	-31,735,898	-31,311,639	-30,871,339
Government Grants	-422,830	477,170	477,170
Other Grants & Reimbursments	-3,049,039	-3,857,226	-3,857,226
Income	-35,207,767	-34,691,695	-34,251,395
Deputy Chief Executive	33,014,300	38,695,772	39,277,901

Budget Summary and Forward Plan					
Environment	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	32,479,541	24,087,182	23,287,182	22,387,182	21,887,182
Virements approved in prior period	-8,211,836				
Revised Base Budget	24,267,705	24,087,182	23,287,182	22,387,182	21,887,182
<u>Savings</u>					
Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	-600,000				
Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.	-50,000	-650,000	-700,000	-250,000	
Savings Total	-650,000	-650,000	-700,000	-250,000	0
<u>Income generation</u>					
Chargeable garden waste collections: delivery of savings through the introduction of charges for this non-statutory service, which will encourage more residents to compost at home and will reduce collection costs and vehicle emissions.	-800,000				
Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council Savings from Fixed Penalty Notice littering contract.	-100,000	-150,000	-200,000	-250,000	
	-76,000				
Income generation Total	-976,000	-150,000	-200,000	-250,000	0
Funding for Pay inflation	1,099,332				
Funding for Non-Pay inflation	378,555				
Inflation Total	1,477,887	0	0	0	0
<u>Pressures</u>					
Winter Gritting	180,000				
Streetscene - Investment into Street Cleansing	450,000				
Streetscene - Waste & Recycling	1,170,000				
Pressures Total	1,800,000	0	0	0	0
Transfers between services					
Transfer of Community Safety to Assurance	-1,832,410				
Transfers between services Total	-1,832,410	0	0	0	0
Budget	24,087,182	23,287,182	22,387,182	21,887,182	21,887,182

Environment

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Environment Management	13,461,331	1,140,852	966,330
Highways and Transport Management	0	357,768	357,768
Environment Management	13,461,331	1,498,620	1,324,098
Green Spaces & Leisure	873,691	1,014,721	1,023,901
Green Spaces & Leisure	873,691	1,014,721	1,023,901
Community Safety	2,043,523	2,256,410	0
Community Safety	2,043,523	2,256,410	0
Commercial Services Streetscene	-2,086,456	-2,150,101	-2,138,981
Fleet and Transport	559,730	545,497	864,507
Ground Maintenance (Front line)	2,342,698	2,475,465	2,659,075
Management and Service Support	1,215,185	1,120,368	2,781,048
Street Cleansing (Front Line)	2,533,435	3,246,650	3,510,390
Street Scene Management	1,120,803	1,136,646	1,153,996
Waste (Front Line)	6,824,952	7,229,981	6,835,291
Electric Vehicle Charging	0	0	-50,000
Streetscene	12,510,347	13,604,506	15,615,326
Highway Inspection/Maintenance	272,827	303,131	498,923
Parking	-557,750	-744,550	-730,350
Street Lighting	5,919,095	6,777,997	6,355,284
Transportation and Highways	5,634,172	6,336,578	6,123,857
Environment	34,523,064	24,710,835	24,087,182

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Accounting Charges	13,264,471	13,493,911	16,074,781
Employee Related	20,363,380	21,965,823	23,841,240
Premises Related	1,294,535	1,414,977	1,414,977
Secondary Recharges	-2,484,447	-2,390,720	-2,406,385
Supplies/Services	29,445,711	17,424,772	16,445,589
Third Party Payments	647,238	967,268	1,020
Transport Related	3,305,390	3,485,626	3,621,936
Expenditure	65,836,278	56,361,657	58,993,158
Customer & Client Receipts	-31,159,180	-31,450,194	-34,865,348
Government Grants	-154,034	-40,628	-40,628
Other Grants & Reimbursments	0	-160,000	0
Income	-31,313,214	-31,650,822	-34,905,976
Environment	34,523,064	24,710,835	24,087,182

Budget Summary and Forward Plan					
Finance	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	58,135,587	63,026,624	62,957,624	62,904,624	62,870,624
Virements approved in prior period	1,942,037				
Revised Base Budget	60,077,624	63,026,624	62,957,624	62,904,624	62,870,624
<u>Savings</u>					
Saving on the re-procurement of telephone and web based payment contract	-80,000				
Savings Total	-80,000	0	0	0	0
<u>Income generation</u>					
Increased recovery of housing benefit overpayments	-500,000	-69,000	-53,000	-34,000	
Income generation Total	-500,000	-69,000	-53,000	-34,000	0
Funding for Pay inflation	145,058				
Funding for Non-Pay inflation	50,298				
Inflation Total	195,356	0	0	0	0
<u>Grossing up of grants</u>					
Flexible Homelessness Support Grant	8,319				
Grossing up of grants total	8,319	0	0	0	0
<u>Pressures</u>					
North London Waste Authority	1,000,000				
Pension deficit recovery contribution	500,820				
Contingency - general risks	3,824,505				
Capital Financing Costs	-2,000,000				
Pressures Total	3,325,325	0	0	0	0
Budget	63,026,624	62,957,624	62,904,624	62,870,624	62,870,624

Finance

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Central Expenses	50,492,266	52,672,103	56,735,188
Finance	2,575,790	3,427,970	3,588,743
Grants	139,001	29,001	29,001
Revs & Bens	4,928,530	3,655,550	2,673,692
Finance	58,135,587	59,784,624	63,026,624
Finance	58,135,587	59,784,624	63,026,624

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	28,484,715	19,201,328	22,319,653
Employee Related	6,454,231	7,328,191	7,484,785
Premises Related	740,400	740,400	740,400
Secondary Recharges	-1,269,880	-1,394,350	-1,394,350
Supplies/Services	1,630,871	13,473,835	13,907,837
Third Party Payments	18,926,470	18,556,440	18,581,200
Transfer Payments	276,759,939	234,759,939	234,759,939
Expenditure	331,726,746	292,665,783	296,399,464
Customer & Client Receipts	-1,200,000	-1,590,000	-2,090,000
Government Grants	-269,421,470	-228,321,470	-228,313,151
Interest	-1,198,250	-1,198,250	-1,198,250
Other Grants & Reimbursments	-1,771,439	-1,771,439	-1,771,439
Income	-273,591,159	-232,881,159	-233,372,840
Finance	58,135,587	59,784,624	63,026,624

Levies			
	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	335,000	331,380	335,000
Lea Valley Regional Park	360,000	345,897	338,059
London Pension Funds	511,000	500,137	511,000
Traffic Control Signals Unit	476,800	423,912	463,264
North London Waste Authority (main levy)	10,370,964	10,370,964	12,350,936
North London Waste Authority (household waste)	1,246,251	1,246,251	1,219,447
Concessionary Fares	15,450,450	15,434,672	15,496,031
Apprenticeship Levy	300,000	300,000	300,000
	29,050,465	28,953,213	31,013,737
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	320,000	330,884	320,000
	320,000	330,884	320,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	295,000	293,021	293,535
	295,000	293,021	293,535
Total Levies	29,665,465	29,577,118	31,627,272

Budget Summary and Forward Plan					
Regional Enterprise	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	1,353,607	2,094,816	1,594,816	1,094,816	594,816
Virements approved in prior period	1,489,860				
Revised Base Budget	2,843,467	2,094,816	1,594,816	1,094,816	594,816
<u>Income generation</u>					
Increase in council tax base over baseline assumptions- reduces savings targets for other theme committees		-500,000	-500,000	-500,000	
Income generation Total	0	-500,000	-500,000	-500,000	0
Transfers between services					
Transfer of SEED to Growth & Croporate services	-748,651				
Transfers between services Total	-748,651	0	0	0	0
Budget	2,094,816	1,594,816	1,094,816	594,816	594,816

Regional Enterprise

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Guaranteed Income	-16,548,798	-16,745,882	-15,676,882
RE Managed Budgets	601,502	637,022	637,022
Re Managed Budgets	-15,947,296	-16,108,860	-15,039,860
RE Management Fee	17,300,903	18,390,502	17,134,676
RE Management Fee	17,300,903	18,390,502	17,134,676
Regional Enterprise	1,353,607	2,281,642	2,094,816

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	-280,000	-280,000	-280,000
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	-1,083,460	-774,600	-774,600
Supplies/Services	24,001,903	25,897,502	24,641,676
Expenditure	22,645,163	24,849,622	23,593,796
Customer & Client Receipts	-16,548,798	-17,825,222	-16,756,222
Interim Budgets	-1,285,325	-1,285,325	-1,285,325
Other Grants & Reimbursments	-3,457,433	-3,457,433	-3,457,433
Income	-21,291,556	-22,567,980	-21,498,980
Regional Enterprise	1,353,607	2,281,642	2,094,816

Budget Summary and Forward Plan					
Special Parking Account	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	-13,264,471	-16,074,781	-16,824,781	-16,824,781	-16,824,781
Virements approved in prior period	-229,440				
Revised Base Budget	-13,493,911	-16,074,781	-16,824,781	-16,824,781	-16,824,781
Savings Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	-2,600,000	-750,000			
Savings Total	-2,600,000	-750,000	0	0	0
Funding for Pay inflation	19,130				
Inflation Total	19,130	0	0	0	0
Budget	-16,074,781	-16,824,781	-16,824,781	-16,824,781	-16,824,781

Revenue Budget 2020-2021

Special Parking Account

	2019-20	2019-2020	2020-21
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices - Including MTC	(14,215,010)	(12,925,010)	(15,525,010)
Permits	(2,290,000)	(3,020,000)	(3,020,000)
Pay & Display	(3,180,000)	(3,990,000)	(3,990,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
Total Income	(20,055,010)	(20,305,010)	(22,905,010)
Operating Expenditure	6,790,539	6,811,099	6,830,229
Net Operating Surplus	(13,264,471)	(13,493,911)	(16,074,781)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(13,264,471)	(13,493,911)	(16,074,781)
Balance brought forward	0	0	0
Appropriation to General Fund	13,264,471	13,493,911	16,074,781
	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	2019/20 Revised	
	Budget £'000	2020/21 Budget £'000
Income		
Dwelling rents	(48,608,860)	(50,404,962)
Non-dwelling rents	(1,075,000)	(1,093,275)
Tenants Charges for services and facilities	(3,991,860)	(4,147,518)
Leaseholder Charges for services and facilities	(3,211,572)	(3,266,169)
Total Income	(56,887,292)	(58,911,924)
Expenditure		
Repairs and Maintenance	7,570,000	6,960,886
General	15,982,573	18,208,417
Special	5,897,160	6,119,685
Rent, Rates, Taxes and other charges	80,000	81,360
Depreciation and impairment of fixed assets	22,563,841	21,651,168
Debt Management Expenses	7,570,000	8,253,255
Revenue Contribution to Capital	0	0
Increase in bad debt provision	250,000	257,789
Total Expenditure	59,913,574	61,532,560
Net Cost of HRA Services	3,026,282	2,620,636
Interest and investment income	(94,744)	(80,153)
(Surplus) or deficit	2,931,538	2,540,483

Appendix C2: Theme Committee Revenue Budget 2020/21

<u>Council Theme Committee</u>	2019/20		2020/21
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Adults and Safeguarding	94,409,765	99,034,844	102,257,631
Housing and Growth	2,726,873	6,180,597	7,146,961
Children's Education and Safeguarding	62,759,948	63,941,210	65,644,457
Community Leadership and Libraries	5,539,823	5,807,110	5,816,472
Environment	41,516,485	32,067,810	32,444,741
Policy and Resources	89,257,407	90,757,571	94,722,586
Public Health	16,707,050	16,803,000	17,277,365
Special Parking Account	-13,264,471	-13,493,911	-16,074,781
Total Service Expenditure	299,652,880	301,098,231	309,235,431

REVENUE BUDGET 2020/21

BUDGET	2019/20 Original	2019/20 Current	2020/21 Original
	£	£	£
Total Service Expenditure	298,516,880	301,098,231	309,235,431
Contribution to / (from) Specific Reserves	(4,221,436)	(5,357,436)	0
NET EXPENDITURE	294,295,444	295,740,795	309,235,431
Other Grants	(47,399,000)	(48,844,351)	(54,307,927)
BUDGET REQUIREMENT	246,896,444	246,896,444	254,927,505
Business Rates Retention	(68,600,000)	(68,600,000)	(40,553,935)
Business rates top-up	0	0	(19,810,294)
BUSINESS RATES INCOME	(68,600,000)	(68,600,000)	(60,364,230)
RSG	0	0	(6,283,212)
Collection Fund Adjustments	0	0	0
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	178,296,444	178,296,444	188,280,063
Greater London Authority - Precept	46,653,436	46,653,436	49,084,263
COUNCIL TAX REQUIREMENT	224,949,880	224,949,880	237,364,326
Components of the Council Tax (Band D)	2019/20	2020/21	Increase
	£	£	%
Mayors Office for Policing and Crime	242.13	252.13	4.13%
London Fire & Emergency Planning Authority	53.00	54.56	2.94%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	25.38	25.38	0.00%
Greater London Authority	320.51	332.07	3.61%
London Borough of Barnet	1,224.90	1,273.77	3.99%
Total	1,545.41	1,605.84	3.91%

REVENUE BUDGET 2020/21

COUNCIL TAX SUMMARY

Council Tax Bands (based on property)	2019/20	2020/21	Tax Yield
	£	£	£
[Up to £40,000]	1,030.27	1,070.56	2,590,916
[Over £40,000 & up to £52,000]	1,201.99	1,248.99	7,867,488
[Over £52,000 & up to £68,000]	1,373.70	1,427.41	31,324,256
[Over £68,000 & up to £88,000]	1,545.41	1,605.84	49,259,391
[Over £88,000 & up to £120,000]	1,888.83	1,962.69	53,307,426
[Over £120,000 & up to £160,000]	2,232.26	2,319.55	40,828,603
[Over £160,000 & up to £320,000]	2,575.68	2,676.40	39,522,720
[Over £320,000]	3,090.82	3,211.68	12,663,526
			237,364,326

COUNCIL TAXBASE

Council Taxbase	2019/20	2020/21	Income
	Band D Equivalents	Band D Equivalents	
Total properties (per Valuation List)	174,811	176,599	283,590,324
Exemptions	(2,866)	(3,275)	(5,259,126)
Disabled reductions	(115)	(120)	(192,701)
Discounts (10%, 25% & 50%)	(27,869)	(25,277)	(40,590,462)
Adjustments	3,806	2,129	3,418,833
Aggregate Relevant Amounts	147,767	150,056	240,966,868
Non-Collection (1.5% both years)	(2,215)	(2,252)	(3,616,352)
Contributions in lieu from MoD	8	9	13,810
	145,560	147,813	237,364,326

Total LBB

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Asset Capital Accg Charges	22,563,841	22,563,841	22,563,841
Capital Accounting Charges	2,551,875	-9,241,410	5,362,185
Capital Financing	35,476,914	25,297,684	28,420,686
Employee Related	84,875,227	264,459,025	98,360,375
Premises Related	21,632,892	34,891,209	20,998,698
Secondary Recharges	-2,622,857	-8,652,501	-8,321,056
Supplies/Services	147,744,200	177,667,621	152,221,299
Support Services	0	10,514,479	0
Third Party Payments	203,735,122	212,183,424	219,206,457
Transfer Payments	480,461,213	257,661,547	436,882,394
Transport Related	4,416,485	4,667,640	4,758,783
Expenditure	1,000,834,912	992,012,559	980,453,663
Customer & Client Receipts	-236,817,546	-257,468,389	-236,444,030
Government Grants	-549,276,081	-512,254,841	-516,813,741
Interest	-1,292,994	-1,292,994	-1,292,994
Interim Budgets	-1,285,325	-1,285,325	-1,285,325
Other Grants & Reimbursments	-33,866,522	-41,414,566	-36,337,511
Income	-822,538,468	-813,716,115	-792,173,601
Total (excl Council Tax)	178,296,444	178,296,444	188,280,062
Council Tax	-178,296,444	-178,296,444	-188,280,062

Budget Summary and Forward Plan					
Adults and Safeguarding	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	94,409,765	102,257,631	101,186,631	100,244,631	99,702,631
Virements approved in prior period	4,265,079				
Revised Base Budget	98,674,844	102,257,631	101,186,631	100,244,631	99,702,631
Savings					
Committee has agreed a new contract with YourChoice Barnet which included a transformation of the service model to deliver better outcomes.	-290,000				
Rescoping and targeting of prevention contracts- the savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness.	-350,000				
This proposal is to reduce the costs of delivering the service, without impacting the number of people able to access it. The savings will be made by reductions to management and external service development costs.	-155,000				
Reduction in printing costs	-15,000				
This proposal is based on better managing the supply of nursing care beds for LBB, by: - Purchasing blocks of beds; and - Purchasing placements from other boroughs in London where they meet needs at better value to the authority	-150,000				
Increased income from change to 'override' rates, charged for arranging care for those not eligible for local authority funded care and respite rates.	-150,000				
Client contributions will increase due to increased numbers of people receiving services who are assessed as having to make a contribution following a financial assessment.	-200,000				
Use of capital funding to pay for certain items of community equipment in line with financial criteria, resulting in a saving to the revenue budget.	-1,000,000				
Applying a strengths-based approach to care reviews for older adults and people with physical disabilities thus reducing the cost of formal care and support.	-400,000				
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).	-200,000				
Continuing to review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. Saving is based on extending the impact of independence focussed reviews and working closely with providers to ensure that support promotes independence and progression.	-550,000	-100,000	-150,000		
Savings from reviews undertaken by mental health teams who review people with care and support packages to ensure that their care and support is proportionate to their needs and maximises independence and recovery.	-300,000				
Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs.		-100,000	-160,000		
Proposed third Extra-Care Housing scheme at Cheshir House, with 75 units expected to be completed in 2020/21.			-100,000	-100,000	

Adults and Safeguarding	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Savings Total	-3,760,000	-200,000	-410,000	-100,000	0
Income generation					
Replacement of base budget with Improved Better Care grant funding	-150,000				
Implementation of a pre-paid card solution and transitioning 80% of direct payment clients to it, with a secure online facility to upload evidence of spend, leading to an increase in transparency and recoupment of unspent / wrongly spent monies from clients.	-250,000				
Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	-61,000	-124,000	-159,000	-184,000	
Over-delivery against projected income from the GLL leisure services contract	-1,096,000	-747,000	-373,000	-258,000	
Income generation Total	-1,557,000	-871,000	-532,000	-442,000	0
Funding for Pay inflation	366,661				
Funding for Non-Pay inflation	1,514,026				
Inflation Total	1,880,687	0	0	0	0
Pressures					
19/20 demand led pressures	3,149,100				
Increase in complexity of Adult Social Care Packages	990,000				
Transitions cases from Childrens Services to Adults	2,880,000				
Pressures Total	7,019,100	0	0	0	0
Budget	102,257,631	101,186,631	100,244,631	99,702,631	99,702,631

Adults and Safeguarding

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
ASC Prevention Services	4,830,077	3,769,747	2,612,747
A&H Prevention Services	4,830,077	3,769,747	2,612,747
ASC Workforce	14,376,219	15,751,739	15,758,400
A&H Workforce	14,376,219	15,751,739	15,758,400
Integrated Care - Learning Disabilities	20,743,190	22,453,433	24,443,189
Integrated care - Mental Health	7,436,493	8,807,470	9,388,305
Integrated Care - Older Adults	38,485,904	38,791,065	39,989,378
Integrated Care - Physical Disabilities	8,028,972	8,940,870	9,545,093
Adults Social Care	74,694,559	78,992,838	83,365,964
Leisure, Sports and Physical Activity	508,910	520,520	520,520
Lesiure, Sports, and Physical Activity	508,910	520,520	520,520
Adults and Safeguarding	94,409,765	99,034,844	102,257,631

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	-52,651	0	0
Employee Related	16,356,999	18,008,913	18,015,574
Premises Related	93,602	93,252	93,252
Secondary Recharges	870,081	-584,551	-584,551
Supplies/Services	5,305,217	5,364,943	4,207,943
Third Party Payments	90,696,711	92,620,831	97,839,857
Transfer Payments	15,819,410	15,568,126	15,568,126
Transport Related	213,829	212,829	212,829
Expenditure	129,303,198	131,284,343	135,353,030
Customer & Client Receipts	-13,338,067	-13,281,307	-14,127,207
Government Grants	-1,564,790	-224,419	-224,419
Other Grants & Reimbursments	-19,990,576	-18,743,773	-18,743,773
Income	-34,893,433	-32,249,499	-33,095,399
Adults and Safeguarding	94,409,765	99,034,844	102,257,631

Budget Summary and Forward Plan					
Housing and Growth	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	2,726,873	7,146,961	5,280,961	3,762,961	2,122,961
Virements approved in prior period	4,276,550				
Revised Base Budget	7,003,423	7,146,961	5,280,961	3,762,961	2,122,961
Savings					
Exiting NLBP2 lease at lease termination in June 2020.	-1,300,000	0	0	0	0
Increase in council tax base over baseline assumptions- reduces savings targets for other theme committees		-500,000	-500,000	-500,000	0
500 additional acquisitions of properties for use as affordable temporary accomodation.	-44,125	-120,952	-115,619	-146,854	-101,712
Transfer of 156 properties acquired by Council for use as affordable temporary accomodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	-172,489	-27,234	34,620	40,116	41,545
Additional 72 homes for affordable rent built by Open Door Homes which will provide a cheaper alternative to temporary accomodation and Open Door Homes will pay an premium to the council for each property.	0	0	-22,209	-78,800	0
Build 87 new council homes for rent on top of existing council housing blocks which will provide a cheaper alternative to temporary accomodation.	0	0	-103,208	-120,348	-7,163
Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	-300,000	-550,000	-500,000	-400,000	-150,000
Additional 300 affordable homes acquired in Greater London resulting in savings in temporary accommodation costs.	-136,386	-330,814	-311,584	-203,446	-57,303
Delivery of 52 homes on Hermitage Lane resulting in savigns in temporary accommodation costs.	0	0	0	-30,803	-32,233
Delivery of 250 homes across 3 scheme resulting in savings in temporary accommodation costs.	0	0	0	-173,359	-350,263
Delivery of 40 affordable homes on one or more car park sites thereby increasing the provision of affordable housing and reducing the cost of temporary accommodation.	0	0	0	-26,505	-55,870
Savings Total	-1,953,000	-1,529,000	-1,518,000	-1,640,000	-713,000
Income generation					
Moving from Barnet House to new offices in Colindale has created the opportunity to generate income from sub-letting Barnet House.	-203,000	0	0	0	0
Increased income for full years worth of rent or hire fees for new lettings agreed part way through 19/20	-343,000	0	0	0	0
Increased ground rent from potential development (Hendon Campus)	0	0	0	0	-200,000
Commercial property acquisitions for improved place shaping resulting in incidental income.	-337,000	-337,000	0	0	0
Income generation Total	-883,000	-337,000	0	0	-200,000
Funding for Pay inflation	17,864				

Housing and Growth	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Funding for Non-Pay inflation	261,373				
Inflation Total	279,238	0	0	0	0
Pressures					
Housing General Fund - Temporary Accommodation	270,000				
Additional Security Pressures across the estate	126,000				
Estates pressures; cyclical repairs, reactive repairs & maintenance (incl fly tipping clearance)	270,000				
Brogans and potential GBN leasing costs (after completion of remedial works)	270,000				
Brent Cross income shortfall	699,300				
Additional parking costs for Family Services	90,000				
Additional Staff Costs - Estates	350,000				
Additional Staff Costs - Growth	250,000				
Additional Staff Costs - BEST	375,000				
Pressures Total	2,700,300	0	0	0	0
Budget	7,146,961	5,280,961	3,762,961	2,122,961	1,209,961

Housing and Growth

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
CSG Managed Budget (Estates Management)	3,617,656	5,022,426	3,920,179
Customer Support Group	3,617,656	5,022,426	3,920,179
Employment Skills & Economic Development	200,000	387,445	950,630
Growth and Housing	234,644	234,374	496,726
Estates Management (LBB)	179,675	501,665	855,337
Growth and Development	614,319	1,123,484	2,302,693
RE Guaranteed Income (H&G)	-7,848,337	-7,496,743	-6,427,743
RE Projects	0	0	0
RE Management Fee (H&G)	165,000	165,000	165,000
RE	-7,683,337	-7,331,743	-6,262,743
Housing Strategy	6,178,235	7,366,430	7,186,831
Housing Strategy	6,178,235	7,366,430	7,186,831
Housing and Growth	2,726,873	6,180,597	7,146,961

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	7,620,000	7,620,000	7,621,359
Asset Capital Accg Charges	22,563,841	22,563,841	22,563,841
Capital Accounting Charges	-10,712,596	-10,712,596	-10,712,596
Employee Related	880,236	1,059,628	1,326,412
Premises Related	18,581,955	18,638,378	17,704,295
Secondary Recharges	1,979,192	2,735,752	2,735,752
Third Party Payments	24,134,960	24,141,264	24,342,146
Transport Related	0	65,558	66,116
Supplies/Services	39,133,494	41,409,201	42,023,765
Expenditure	104,181,082	107,521,026	107,671,090
Customer & Client Receipts	-92,772,210	-93,453,417	-92,637,117
Government Grants	0	900,000	900,000
Interest	-94,744	-94,744	-94,744
Other Grants & Reimbursments	-8,587,255	-8,692,268	-8,692,268
Income	-101,454,209	-101,340,429	-100,524,129
Housing and Growth	2,726,873	6,180,597	7,146,961

Budget Summary and Forward Plan					
Children's Education and Safeguarding	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	62,759,948	65,644,457	64,635,457	63,231,457	61,722,457
Virements approved in prior period	1,181,262				
Revised Base Budget	63,941,210	65,644,457	64,635,457	63,231,457	61,722,457
Savings					
Savings from improved contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	-334,000	-334,000	-334,000	-334,000	0
Second year of savings from transferring Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	-75,000	0	0	0	0
Agree new funding arrangements with statutory partners for the Multi Agency Safeguarding Arrangements, which replaced the Local Safeguarding Children's Boards.	-100,000	0	0	0	0
Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.	0	0	-150,000	-200,000	0
Remodelling of placements to reduce number of children in high cost placements	-450,000	-405,000	-550,000	-725,000	0
Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	0	0	0	-200,000	0
Back office saving through voluntary option for back office staff to work 4 day weeks	0	-270,000	-270,000	0	0
Contract savings through reviewing existing planned taxi arrangements to find alternative more cost effective journeys through brokerage	-50,000	0	0	0	0
A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	-200,000	0	0	0	0
Use of Apprenticeship Levy to fund apprenticeship programmes for social workers	-130,000	0	0	0	0
Reduction in the use of the Schools Causing Concern budget due to more schools being good or outstanding	-30,000	0	0	0	0
Deleting a vacant post in the Participation Team and using one off funding to deliver UNICEF partnership work	-100,000	0	0	0	0
Anticipated Department for Education funding for Unaccompanied Asylum Seeking Children that are care leavers	-300,000	0	0	0	0
Savings Total	-1,769,000	-1,009,000	-1,304,000	-1,459,000	0
Income generation					
Continuing Health Care contribution to appropriate placements for 18-25 year olds	-300,000	0	0	0	0
Profit share with Cambridge Education through increased income from contracts with other local authorities	0	0	-100,000	-50,000	0
Savings through better use of grant funding- e.g. Troubled Families grant, Youth Justice grant and Trusted Relationships grant	-200,000	0	0	0	0

Children's Education and Safeguarding	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Income generation through being commissioned by the DfE to be an improvement partner for inadequate local authorities	-50,000	0	0	0	0
Use of Dedicated Schools Grant to fund inclusion work carried out by Cambridge Education to keep children in mainstream schools and so reduce the pressure in the High Needs Block	-400,000	0	0	0	0
Income generation Total	-950,000	0	-100,000	-50,000	0
Funding for Pay inflation	615,795				
Funding for Non-Pay inflation	767,151				
Inflation Total	1,382,947	0	0	0	0
Pressures					
Demographics and complexity (placements)	990,000				
Special Guardianship Orders	54,000				
No Recourse to Public Funds cases within Family Services	270,000				
Unaccompanied Asylum Seeker Children moving into Care Leaving Services	270,000				
Staffing - agency, following reduction for recharge	405,000				
Placements for 18-25 year olds	270,000				
IT pressures within Family Services	63,000				
Legal costs across social care and education	270,000				
Reduction in schools central block funding for historical commitments	87,300				
Caseloads/staffing 0-25: investment on Autism related work	360,000				
Pressures Total	3,039,300	0	0	0	0
Budget	65,644,457	64,635,457	63,231,457	61,722,457	61,722,457

Children's Education and Safeguarding

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Assessmnt, Intervention & Planning	7,817,610	10,796,468	11,444,407
Clinical Services	1,387,085	1,391,325	1,418,131
CSC 0-25	7,885,467	7,896,459	9,242,755
Permanence, Transitions & Corporate Parenting	4,088,557	4,362,682	4,688,793
Placements	17,943,600	21,489,323	20,871,515
Safeguarding, QA & Work force Development	2,674,120	2,713,920	2,630,240
Social Care Management	631,200	1,214,335	1,231,203
YOT, Risk and Vulnerability	477,330	484,075	496,677
Children's Social Care	42,904,969	50,348,587	52,023,721
Central Education (Commissioning)	26,375	-304,685	-331,609
Communications, Complaints & Business Support	1,079,910	1,372,481	1,396,193
Commissioning	1,065,823	1,166,309	1,185,204
Early Help 0-19	4,366,198	4,463,308	4,368,481
Education Skills	6,174,973	6,121,746	5,832,102
Partnership and Voice of Child	390,318	415,532	223,467
Performance Improvement & Customer Engagement	1,337,306	1,226,116	1,308,962
Early Prevention and Prevention	14,440,903	14,460,807	13,982,799
Education DSG	-19,259,987	-20,659,699	-20,659,699
Schools Funding	989,606	2,023,353	2,023,353
Education (DSG)	-18,270,381	-18,636,346	-18,636,346
Childrens Social Care DSG	653,150	653,000	653,000
Early Intervention & Prevention DSG	17,617,231	17,983,346	17,983,346
Family Services DSG	18,270,381	18,636,346	18,636,346
Family Services Management	5,414,076	-868,184	-362,064
Family Services Management	5,414,076	-868,184	-362,064
Children, Education, and Safeguarding	62,759,948	63,941,210	65,644,457

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	-501,900	-1,543,704	-1,543,704
Employee Related	28,597,238	30,925,731	32,093,826
Premises Related	497,669	510,657	510,657
Secondary Recharges	705,420	1,686,751	1,956,751
Supplies/Services	18,228,675	14,844,442	14,685,593
Third Party Payments	54,086,119	63,800,030	64,904,030
Transfer Payments	187,881,864	186,554,329	186,554,329
Transport Related	829,646	835,172	785,172
Expenditure	290,324,731	297,613,408	299,946,655
Customer & Client Receipts	-1,028,110	-925,091	-925,091
Government Grants	-224,328,957	-228,189,786	-228,419,786
Other Grants & Reinbursements	-2,207,716	-4,557,321	-4,957,321
Income	-227,564,783	-233,672,198	-234,302,198
Children, Education, and Safeguarding	62,759,948	63,941,210	65,644,457

Budget Summary and Forward Plan					
Community Leadership and Libraries	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	5,539,823	5,816,472	5,816,472	5,816,472	5,816,472
Virements approved in prior period	267,287				
Revised Base Budget	5,807,110	5,816,472	5,816,472	5,816,472	5,816,472
Funding for Pay inflation	63,363				
Funding for Non-Pay inflation	4,999				
Inflation Total	68,362	0	0	0	0
Pressures					
Community Safety	221,000				
Libraries – rates and security	144,000				
Pressures Total	365,000	0	0	0	0
Transfers between services					
Transfer of Community safety base budget for services funded by Public health grant	-424,000				
Transfers between services Total	-424,000	0	0	0	0
Budget	5,816,472	5,816,472	5,816,472	5,816,472	5,816,472

Community Leadership and Libraries

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Registrars service	22,600	12,220	28,695
Registrars service	22,600	12,220	28,695
Community Safety	2,043,523	2,256,410	2,053,410
Community Safety	2,043,523	2,256,410	2,053,410
Libraries	3,473,700	3,538,480	3,734,367
Libraries	3,473,700	3,538,480	3,734,367
Community Leadership and Libraries	5,539,823	5,807,110	5,816,472

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	0	0	0
Employee Related	3,005,247	4,210,098	4,494,461
Premises Related	416,701	437,087	527,087
Secondary Recharges	28,500	60,060	60,060
Supplies/Services	2,627,494	1,408,263	1,043,262
Third Party Payments	656,218	976,248	976,248
Transport Related	38,450	39,430	39,430
Expenditure	6,772,610	7,131,186	7,140,548
Customer & Client Receipts	-858,282	-1,017,576	-1,017,576
Government Grants	-113,406	0	0
Other Grants & Reimbursments	-261,099	-306,500	-306,500
Income	-1,232,787	-1,324,076	-1,324,076
Community Leadership and Libraries	5,539,823	5,807,110	5,816,472

Budget Summary and Forward Plan					
Environment	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	41,516,485	32,444,741	31,644,741	30,744,741	30,244,741
Virements approved in prior period	-10,723,631				
Revised Base Budget	30,792,854	32,444,741	31,644,741	30,744,741	30,244,741
Savings					
Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	-600,000				
Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.	-50,000	-650,000	-700,000	-250,000	
Savings Total	-650,000	-650,000	-700,000	-250,000	0
Income generation					
Chargeable garden waste collections: delivery of savings through the introduction of charges for this non-statutory service, which will encourage more residents to compost at home and will reduce collection costs and vehicle emissions.	-800,000				
Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and Savings from Fixed Penalty Notice littering contract.	-100,000	-150,000	-200,000	-250,000	
	-76,000				
Income generation Total	-976,000	-150,000	-200,000	-250,000	0
Funding for Pay inflation	1,099,332				
Funding for Non-Pay inflation	378,555				
Inflation Total	1,477,887	0	0	0	0
Pressures					
Winter Gritting	180,000				
Streetscene - Investment into Street Cleansing	450,000				
Streetscene - Waste & Recycling	1,170,000				
Pressures Total	1,800,000	0	0	0	0
Budget	32,444,741	31,644,741	30,744,741	30,244,741	30,244,741

Environment

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Environment Management	13,461,331	1,140,852	966,330
Environment Management	13,461,331	1,140,852	966,330
Green Spaces & Leisure	873,691	1,014,721	1,023,901
Green Spaces & Leisure	873,691	1,014,721	1,023,901
Guaranteed Income	-8,700,461	-9,249,139	-9,249,139
Re Managed Budgets	436,502	472,022	472,022
Re Managed Budgets	-8,263,959	-8,777,117	-8,777,117
RE Management Fee	17,300,903	18,390,502	17,134,676
RE Management Fee	17,300,903	18,390,502	17,134,676
Highways and Transport Management	0	357,768	357,768
Commercial Services Streetscene	-2,086,456	-2,150,101	-2,138,981
Fleet and Transport	559,730	545,497	864,507
Ground Maintenance (Front line)	2,342,698	2,475,465	2,659,075
Management and Service Support	1,215,185	1,120,368	2,781,048
Street Cleansing (Front Line)	2,533,435	3,246,650	3,510,390
Street Scene Management	1,120,803	1,136,646	1,153,996
Waste (Front Line)	6,824,952	7,229,981	6,835,291
Electric Vehicle Charging	0	0	-50,000
Streetscene	12,510,347	13,962,274	15,973,094
Highway Inspection/Maintenance	272,827	303,131	498,923
Parking	-557,750	-744,550	-730,350
Street Lighting	5,919,095	6,777,997	6,355,284
Transportation & Highways	5,634,172	6,336,578	6,123,857
Environment	41,516,485	32,067,810	32,444,741

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Accounting Charges	13,264,471	13,493,911	16,074,781
Capital Financing	-130,000	-130,000	-130,000
Employee Related	19,910,572	20,942,818	23,842,150
Premises Related	1,300,345	1,420,787	1,420,787
Secondary Recharges	-3,569,457	-3,444,110	-3,431,665
Supplies/Services	48,498,832	38,137,958	36,508,832
Third Party Payments	1,020	1,020	1,020
Transport Related	3,302,390	3,482,526	3,621,936
Expenditure	82,578,173	73,904,910	77,907,841
Customer & Client Receipts	-39,735,735	-40,511,147	-44,137,147
Government Grants	-40,628	-40,628	-40,628
Other Grants & Reimbursments	0	0	0
Interim Budgets	-1,285,325	-1,285,325	-1,285,325
Income	-41,061,688	-41,837,100	-45,463,100
Environment	41,516,485	32,067,810	32,444,741

Budget Summary and Forward Plan					
Policy and Resources	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	89,257,407	94,722,586	94,252,586	93,818,586	93,526,586
Virements approved in prior period	2,112,184				
Revised Base Budget	91,369,591	94,722,586	94,252,586	93,818,586	93,526,586
<u>Savings</u>					
The Customer & Support Group contract for customer and back office services will deliver reductions in the cost of back office services of £70m or an average of £7m a year.	-871,000	-272,000	-141,000		
Strategic HR services were previously provided through the CSG contract which contained a reduction in the cost of back office services including Strategic HR. Strategic HR has been returned to the council on the same basis, with savings targets for future years.	-14,000	-9,000	-6,000	-4,000	
Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line)	-153,000	-20,000	-134,000	-138,000	
Make CAFT team cost neutral through increase income generation incl expansion of sold service to OLAs	-100,000	-100,000	-100,000	-116,000	
Saving on the re-procurement of telephone and web based payment contract	-80,000				
Paperless committees (subject to robust digital infrastructure in place - hence implement in 2020/21)	-68,000				
Stop funding of printer cartridges as part of digitisation	-3,000				
Savings Total	-1,289,000	-401,000	-381,000	-258,000	0
<u>Income generation</u>					
Increased recovery of housing benefit overpayments	-500,000	-69,000	-53,000	-34,000	
Income generation Total	-500,000	-69,000	-53,000	-34,000	0
Funding for Pay inflation	327,102				
Funding for Non-Pay inflation	483,249				
Inflation Total	810,351	0	0	0	0
<u>Grossing up of grants</u>					
Flexible Homelessness Support Grant	8,319				

Policy and Resources	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Grossing up of grants total	8,319	0	0	0	0
Pressures					
Variable storage and Office 365 costs	45,000				
HR Transformation (including trade union time)	360,000				
Customer Services & Digital - out of hours calls	72,000				
Organisational Development (TW3 ii)	225,000				
CE: Implementation and ongoing costs for Integra & Additional finance support	27,000				
Document Solutions mark-up income	693,000				
North London Waste Authority	1,000,000				
Pension deficit recovery contribution	500,820				
Contingency - general risks	3,824,505				
Capital Financing Costs	-2,000,000				
Pressures Total	4,747,325	0	0	0	0
Transfers between Committees					
Transfer of Community safety base budget for services funded by Public health grant	-424,000				
Transfers between committees Total	-424,000	0	0	0	0
Budget	94,722,586	94,252,586	93,818,586	93,526,586	93,526,586

Policy and Resources

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Assurance & Business Development	1,163,513	1,266,811	1,297,076
Counter Fraud Operations	349,650	436,985	346,536
Electoral Service	664,845	803,585	819,154
Governance	2,183,890	2,266,300	2,240,329
Information Management	1,023,188	541,038	558,284
Internal Audit	370,960	375,710	383,250
Assurance	5,756,046	5,690,429	5,644,628
Commercial Management	1,110,388	1,384,418	1,252,598
Customer Services & Digital	336,620	670,580	975,475
Performance & Risk	338,357	402,707	410,674
Commercial & ICT	1,785,365	2,457,705	2,638,747
CSG Management Fee	18,541,164	20,044,616	20,240,979
Customer Support Group	18,541,164	20,044,616	20,240,979
Deputy Chief Executive	508,980	505,300	515,271
Deputy Chief Executive	508,980	505,300	515,271
Central Expenses	50,492,266	52,672,103	56,735,188
Grants	139,001	29,001	29,001
Finance	2,575,790	3,427,970	3,588,743
Revs & Bens	4,928,530	3,655,550	2,673,692
Finance	58,135,587	59,784,624	63,026,624
Corporate Health & Safety	96,683	111,306	201,149
Corporate Health & Safety	96,683	111,306	201,149
Human Resources & Organisational Development	830,240	974,630	1,337,250
Human Resources & Organisational Development	830,240	974,630	1,337,250
Legal Advice and Monitoring	2,687,601	0	10,682
Legal Advice and Monitoring	2,687,601	0	10,682
Strategy & Communications	915,741	1,188,961	1,107,255
Strategy & Communications	915,741	1,188,961	1,107,255
Policy & Resources	89,257,407	90,757,571	94,722,586

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Capital Financing	28,541,465	19,351,328	22,473,031
Employee Related	14,723,769	16,590,242	16,973,803
Premises Related	742,620	742,620	742,620
Secondary Recharges	-2,636,593	-12,135,403	-12,086,403
Supplies/Services	33,878,228	53,496,148	53,679,644
Third Party Payments	18,926,470	18,556,440	18,581,200
Transfer Payments	276,759,939	234,759,939	234,759,939
Transport Related	32,170	32,125	33,300
Expenditure	370,968,068	331,393,439	335,157,135
Customer & Client Receipts	-7,848,235	-7,055,669	-6,862,669
Government Grants	-269,844,300	-228,744,300	-228,735,981
Interest	-1,198,250	-1,198,250	-1,198,250
Other Grants & Reimbursments	-2,819,876	-3,637,649	-3,637,649
Income	-281,710,661	-240,635,868	-240,434,549
Policy & Resources	89,257,407	90,757,571	94,722,586

Levies			
	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	335,000	331,380	335,000
Lea Valley Regional Park	360,000	345,897	338,059
London Pension Funds	511,000	500,137	511,000
Traffic Control Signals Unit	476,800	423,912	463,264
North London Waste Authority (main levy)	10,370,964	10,370,964	12,350,936
North London Waste Authority (household waste)	1,246,251	1,246,251	1,219,447
Concessionary Fares	15,450,450	15,434,672	15,496,031
Apprenticeship Levy	300,000	300,000	300,000
	29,050,465	28,953,213	31,013,737
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	320,000	330,884	320,000
	320,000	330,884	320,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	295,000	293,021	293,535
	295,000	293,021	293,535
Total Levies	29,665,465	29,577,118	31,627,272

Budget Summary and Forward Plan					
Public Health	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	16,707,050	17,277,365	16,967,365	16,617,365	16,265,365
Virements approved in prior period	95,950				
Revised Base Budget	16,803,000	17,277,365	16,967,365	16,617,365	16,265,365
Savings					
Sexual Health Services - London-wide sexual health transformation including digital testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention	-100,000	-310,000	-250,000	-100,000	
Healthy Child Programme - redesigning support for teenage parents.	-324,000			-59,000	
Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns			-100,000		
Staffing - Proposed restructure to centralise public health functions across the Council and increase resilience and capacity of the team				-143,000	
Health Checks - Reconfiguration of health checks via GP federation to focus on hub approach will result in management cost reduction				-50,000	
Savings Total	-424,000	-310,000	-350,000	-352,000	0
Grossing up of grants					
Public Health Grant	474,365				
Grossing up of grants total	474,365	0	0	0	0
Transfers between Committees					
Transfer of Community safety base budget for services funded by Public health grant	424,000				
Transfers between committees Total	424,000	0	0	0	0
Budget	17,277,365	16,967,365	16,617,365	16,265,365	16,265,365

Public Health

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Public Health	16,707,050	16,803,000	17,277,365
Public Health	16,707,050	16,803,000	17,277,365
Public Health	16,707,050	16,803,000	17,277,365

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Employee Related	1,401,166	1,614,149	1,614,149
Supplies/Services	72,260	72,260	72,260
Secondary Recharges	0	3,029,000	3,029,000
Third Party Payments	15,233,624	12,087,591	12,561,956
Expenditure	16,707,050	16,803,000	17,277,365
Public Health	16,707,050	16,803,000	17,277,365

Budget Summary and Forward Plan					
Special Parking Account	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	-13,264,471	-16,074,781	-16,824,781	-16,824,781	-16,824,781
Virements approved in prior period	-229,440				
Revised Base Budget	-13,493,911	-16,074,781	-16,824,781	-16,824,781	-16,824,781
Savings Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	-2,600,000	-750,000			
Savings Total	-2,600,000	-750,000	0	0	0
Funding for Pay inflation	19,130				
Inflation Total	19,130	0	0	0	0
Budget	-16,074,781	-16,824,781	-16,824,781	-16,824,781	-16,824,781

Revenue Budget 2020-2021

Special Parking Account

	2019-20	2019-2020	2020-21
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices - Including MTC	(14,215,010)	(12,925,010)	(15,525,010)
Permits	(2,290,000)	(3,020,000)	(3,020,000)
Pay & Display	(3,180,000)	(3,990,000)	(3,990,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
Total Income	(20,055,010)	(20,305,010)	(22,905,010)
Operating Expenditure	6,790,539	6,811,099	6,830,229
Net Operating Surplus	(13,264,471)	(13,493,911)	(16,074,781)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(13,264,471)	(13,493,911)	(16,074,781)
Balance brought forward	0	0	0
Appropriation to General Fund	13,264,471	13,493,911	16,074,781
	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	2019/20 Revised	
	Budget £'000	2020/21 Budget £'000
Income		
Dwelling rents	(48,608,860)	(50,404,962)
Non-dwelling rents	(1,075,000)	(1,093,275)
Tenants Charges for services and facilities	(3,991,860)	(4,147,518)
Leaseholder Charges for services and facilities	(3,211,572)	(3,266,169)
Total Income	(56,887,292)	(58,911,924)
Expenditure		
Repairs and Maintenance	7,570,000	6,960,886
General	15,982,573	18,208,417
Special	5,897,160	6,119,685
Rent, Rates, Taxes and other charges	80,000	81,360
Depreciation and impairment of fixed assets	22,563,841	21,651,168
Debt Management Expenses	7,570,000	8,253,255
Revenue Contribution to Capital	0	0
Increase in bad debt provision	250,000	257,789
Total Expenditure	59,913,574	61,532,560
Net Cost of HRA Services	3,026,282	2,620,636
Interest and investment income	(94,744)	(80,153)
(Surplus) or deficit	2,931,538	2,540,483

Theme Committee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	15,994	1,905	1,110	1,110	1,110		21,229	2,000	700	500		15,841	2,188	21,229
Brent Cross	101,312	160,416	107,370	38,228			407,326	364,354		900			42,072	407,326
Children, Education & Safeguarding	21,003	17,245	14,124	1,539			53,911	43,597	3,536	842		852	5,084	53,911
Community Leadership and Libraries	235						235			68			167	235
Environment	18,301	28,461	10,970	2,792	1,611		62,135	4,255	4,601	3,380	440	12,040	37,419	62,135
Housing and Growth Committee	70,867	114,263	71,141	42,450	36,446	6,000	341,167	7,889	20,251	16,814	590	20,835	274,788	341,167
Policy & Resources	20,115	10,886					31,001	50		6,124	5		24,822	31,001
Total - General Fund	247,827	333,176	204,715	86,119	39,167	6,000	917,004	422,145	29,088	28,628	1,035	49,568	386,540	917,004
Housing Revenue Account	54,330	92,955	93,639	65,146	43,029	23,080	372,178	17,740		10,142	143,462		200,834	372,178
Total - all services	302,157	426,131	298,354	151,265	82,196	29,080	1,289,182	439,885	29,088	38,770	144,497	49,568	587,374	1,289,182

Adults and Safeguarding	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sport and Physical Activities	12,124	667					12,791	2,000		500		10,291		12,791
Community Equipment and Assistive Technology	1,110	1,110	1,110	1,110	1,110		5,550					5,550		5,550
Gaelic playing pitch relocation	700						700		700					700
Investing in IT	2,060	128					2,188						2,188	2,188
	15,994	1,905	1,110	1,110	1,110		21,229	2,000	700	500		15,841	2,188	21,229

Brent Cross	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
BXC - Funding for land acquisition	6,378	9,820					16,198						16,198	16,198
Thames Link Station	50,000	120,000	100,000	38,228			308,228	305,354					2,874	308,228
Critical Infrastructure	21,934	30,596	7,370				59,900	59,000		900				59,900
Strategic Infrastructure Fund	23,000						23,000						23,000	23,000
	101,312	160,416	107,370	38,228			407,326	364,354		900			42,072	407,326

Children, Education & Safeguarding	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	1,700	1,300	1,198				4,198	4,198						4,198
Healthy Pupils Fund	19						19	19						19
Orion Primary School	20	20					40	40						40
Monkfrith	112						112	112						112
St Agnes	600	223					823	823						823
Saracens Primary	15	1,650	550				2,215	2,211	4					2,215
Kosher Kitchen	200	600					800	800						800
Permanent All Through Expansion Programme														
London Academy	21						21	21						21
St Mary's & St John's	349						349	349						349
Permanent Primary/Secondary(reallocation) Expansion Programme														
St James / Blessed Dominic	11,968	674					12,642	10,463	2,179					12,642
Permanent Secondary Expansion Programme														
Oak Lodge Special School	40						40	40						40
Grammar school projects	442	2,241	2,140	539			5,362	4,362					1,000	5,362
SEN Programme														
Oakleigh SEN	158	1,700					1,858	1,858						1,858
Claremont SEN	160						160	160						160
Whitefield School ASD	1,813	45					1,858	1,858						1,858
Other Projects														
Whitings Hill, Colindale and Northway/Fairway														
School place planning (Primary)		1,921					1,921	1,836	85					1,921
School place planning (Secondary)		609					609	341	268					609
SEN			6,405				6,405	5,405	1,000					6,405
Alternative Provision	1,700	3,001	3,000	1,000			8,701	8,701						8,701
Early Education and Childcare place sufficiency	460	392					852					852		852
Information Management	273	100					373			128			245	373
Loft conversion and extension policy for Foster Carers	210	30					240			175			65	240
New Park House Children's home	3						3						3	3
Meadow Close Children's Homes	470	1,618	831				2,919						2,919	2,919
Family Services Estate - building compliance, extensive R&M, H&S, DDA	270	1,121					1,391			539			852	1,391
	21,003	17,245	14,124	1,539			53,911	43,597	3,536	842		852	5,084	53,911

Community Leadership and Libraries	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries asset management	235						235			68			167	235
	235						235	-	-	68			167	235

Environment	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Local Implementation Plan 2016/17 and onwards	2,000	1,476					3,476	3,476						3,476
Footway Reconstruction	43						43		43					43
Traffic Management	4						4		4					4
Highways Improvement	180	587					767		767					767
Travel Plan Implementation	60	31					91		91					91
Carriageways	100	300	300	300	368		1,368						1,368	1,368
Highways Planned Maintenance Works Programme	40	1,050					1,090					40	1,050	1,090
Saracens - highways works	16	24					40		40					40
Drainage Schemes	70						70	69					1	70
Road Traffic Act - Controlled Parking Zones	75	33					108		107				1	108
Investment in Roads & Pavement (NRP)	7,881	1,692					9,573	690	1,692				7,191	9,573
Highway Asset Management/Network Recovery Plan (NRP) Phase 2	200	6,000	6,000	1,800			14,000					12,000	2,000	14,000
Refurbish and regenerate Hendon Cemetery and Crematorium	435	1,000					1,435			438	440		557	1,435
Hendon Cemetery & Crematorium Enhancement	32						32			32				32
Old Court House - public toilets	40						40		40					40
Parks & Open Spaces and Tree Planting	19						19	12		7				19
Park Infrastructure		325					325	8	317					325
Victoria Park Infrastructure	611						611			611				611
Data Works Management system	280	100					380			380				380
Parks Equipment	107						107			107				107
Vehicles	2,874	11,072	820	342	943		16,051			799			15,252	16,051
Street cleansing and greenspaces - vehicles and equipment	1						1						1	1
Green spaces development project	125	496					621						621	621
Lines and Signs	307						307						307	307
LED Lighting	1,800	3,000	2,800				7,600						7,600	7,600
Pay and Display parking machine estate upgrade	120						120						120	120
Greenspaces Infrastructure Programme	300	300	300	300	300		1,500		1,500					1,500
Moving traffic cameras	231	150	100				481						481	481
Controlled parking zones review	150	150	150	50			500						500	500
Highways (permanent re-instatement)	200	675	500				1,375			1,006			369	1,375
	18,301	28,461	10,970	2,792	1,611		62,135	4,255	4,601	3,380	440	12,040	37,419	62,135

Housing and Growth Committee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Colindale – Parks, Open Spaces and Sports	4,000	1,665	1,342				7,007	333	65			6,609		7,007
Office Build	10,483	490	292				11,265		102			1,159	10,004	11,265
Colindale – Highways and Transport	500	2,000	2,170	1,000	1,000	1,000	7,670	948	2,896			3,826		7,670
Health projects	1,384						1,384		1,384					1,384
Colindale Station Works	9,642	2,858					12,500		9,750				2,750	12,500
New Build Housing (Open Door)	25,000	30,089	5,000				60,089			12,677			47,412	60,089
Housing acquisitions Open Door		49,000	40,700	40,700	32,600		163,000						163,000	163,000
The Burroughs, Hendon		12,077	435				12,512						12,512	12,512
Grahame Park – Community Facilities	159	1,973					2,132		2,132					2,132
Town Centre	126	2,998	855	750	250		4,979	633	105			4,241		4,979
Development pipeline														
Strategic opportunities fund		6,000	20,347				26,347						26,347	26,347
Empty Properties	3,000	1,137					4,137			4,137				4,137
Direct Acquisitions	9,770						9,770						9,770	9,770
Modular Homes	80				2,596		2,676						2,676	2,676
St Georges Lodge temporary accommodation conversion	150	167					317						317	317
Hermitage Lane - mixed tenure residential conversion	590						590				590			590
Pinkham Way land release	200	1,172					1,372	1,372						1,372
Micro site development for affordable housing	2,824	2,637					5,461	1,644	3,817					5,461
Disabled Facilities Grants Programme	2,955						2,955	2,955						2,955
Infrastructure Projects						5,000	5,000					5,000		5,000
DECC - Fuel Poverty	4						4	4						4
	70,867	114,263	71,141	42,450	36,446	6,000	341,167	7,889	20,251	16,814	590	20,835	274,788	341,167

Policy & Resources	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	834						834			834				834
Community Centre - Tarling Road	33						33				5		28	33
Asset Manager IT	50						50			50				50
Asset Management	1,549	1,200					2,749	50		649			2,050	2,749
ICT strategy	2,980						2,980			2,980				2,980
Customer Services Transformation Programme	1,038						1,038			1,038				1,038
Implementation of Locality Strategy	336	237					573			573				573
Saracen Loan	13,295	9,449					22,744						22,744	22,744
	20,115	10,886					31,001	50	-	6,124	5		24,822	31,001

Housing Revenue Account	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	3,914	5,470	7,993	8,505	7,062	8,444	41,388				41,388			41,388
Accessible accommodation adaptations	115	460	460	460			1,495				1,495			1,495
Regeneration	2,304	525	787	644	274	217	4,751				4,751			4,751
Miscellaneous Repairs	1,919	2,315	2,325	2,315	2,315	2,314	13,502				13,060		442	13,502
M&E/ GAS	5,954	5,116	3,615	3,940	2,440	3,140	24,205				24,205			24,205
Voids and Lettings	3,698	4,055	3,905	3,655	3,505	3,605	22,423				22,423			22,423
New Build - 250 units	1,607	3,942	13,195	30,811	26,118	5,360	81,033						81,033	81,033
Ansell Court - extra care housing	805						805				805			805
Dollis Valley - property acquisitions		3,700					3,700			3,700				3,700
Extra Care- housing (Stag & Cheshire)	715	16,193	17,633				34,541	4,040		3,000			27,501	34,541
Burnt Oak Broadway Flats - additional storey	368	2,900	1,621				4,889			1,445			3,444	4,889
Upper & Lower Fosters Community Led Design	1,445	1,000					2,445				480		1,965	2,445
Regen Stock Additional Investment		12,410	15,195	8,050			35,655						35,655	35,655
Stag house - property purchase	901						901			32			869	901
Barnet Homes GLA development programme	800	10,042	14,017	2,766			27,625	8,700					18,925	27,625
HRA acquisitions	21,000	10,000					31,000						31,000	31,000
Silk House and Shoelands	1,965						1,965			1,965				1,965
HRA Fire Safety Programme	6,820	14,827	12,893	4,000	1,315		39,855	5,000			34,855			39,855
	54,330	92,955	93,639	65,146	43,029	23,080	372,178	17,740		10,142	143,462		200,834	372,178

APPENDIX E - SAVINGS PROPOSED

	20/21	21/22	22/23	23/24	24/25	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(5,317)	(1,071)	(942)	(542)	0	(7,872)
Children, Education & Safeguarding	(2,719)	(1,009)	(1,404)	(1,509)	0	(6,641)
Environment	(4,226)	(1,550)	(900)	(500)	0	(7,176)
Housing and Growth	(2,836)	(1,866)	(1,518)	(1,640)	(913)	(8,773)
Policy & Resources	(1,789)	(470)	(434)	(292)	0	(2,985)
Public Health	(424)	(310)	(350)	(352)	0	(1,436)
Total	(17,311)	(6,276)	(5,548)	(4,835)	(913)	(34,883)

Adults & Safeguarding

New Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2020/21		2021/22		2022/23		2023/24		2024/25		Total savings (All years)	
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25								
					All published EqlAs are online at: https://barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE					
A&S1	Transformation of Your Choice Barnet supported living and day-care services	Our residents live happy, healthy, independent lives with the most vulnerable protected	Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better, more independence-focused outcomes. Savings in the first three years of the transformation programme have been delivered and will continue in the final year. The saving is achieved by 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. There is a published report on the proposed savings: 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 four year period and paragraphs 9.4 to 9.9 provide further details on the methods being used.	Service specific consultation and one to one engagement took place between June-September 2016. http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf	Impact on delivery is positive as individuals will be supported to undertake new activities and live more independently. YCB will be using a person centred approach to ensure that the aspirations for individuals are fully met.	Consultation outcomes indicated that people welcomed these changes but needed to be assured that service users would be well supported to make these changes. The committee report on implementation of the new models at YCB (8th November 2017) set out the reaction of service users and families to the new models; in general changes were well received.	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 as part of the 2020-21 business planning cycle and the impact remains unchanged. The EIA will be kept under review.	18,025	(290)											(290)	
A&S2	Rescoping and targeting of prevention contracts	Our residents live happy, healthy, independent lives with the most vulnerable protected	In 20/21, this saving will be made by reductions to a number of contracts within the current adult social care prevention portfolio. This includes the Specialist Information and Advice Service, the Housing Related Support Service, the Carers Service, Neighbourhood Services and the Support and Employment for Learning Disabilities Service. LBB will use contract redesign and recommissioning to maintain an effective prevention offer while rescoping services to deliver enhanced performance and effectiveness within the budgeted amounts.	Engagement with providers and community as part of normal commissioning cycle.	This has been assessed on a contract by contract basis, proposals are being designed to make savings without impacting on service delivery wherever possible. Where services are rescoped, this will be done to enhance outcomes for residents.	This has been assessed on a contract by contract basis. Where services are rescoped, this will be done to enhance outcomes for residents.	All contract changes made 19/20 have followed an EqlA. In 20/21, this approach will continue.	2,666	(350)												(350)
A&S3	Telerecare overheads	Our residents live happy, healthy, independent lives with the most vulnerable protected	The current service has delivered over £1m in savings, by avoiding more expensive forms of care, while increasing people's satisfaction and independence. It will continue to do so in 2020/21 (see savings line R5). This proposal is to reduce the costs of delivering the service, without impacting the number of people able to access it. The savings will be made by reductions to management and external service development costs.	We are engaging closely with the service provider. Resident consultation is not required as the change relates to management and service development costs.	Telerecare services will continue as is, with no impact to service delivery as anticipated however this will be kept under review as proposals develop.	No impact to customer services is anticipated however this will be kept under review as proposals develop.	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	9,634	(155)												(155)
A&S4	Reduction in printing costs	Our residents live happy, healthy, independent lives with the most vulnerable protected	This represents a saving on the current spend on printing costs. This is based on targeting current areas of high spend and moving them towards less paper-intensive processes. New technology / digital processes developed as part of The Way We Work (TW3) Programme, for example enabling online self-service client financial assessments	Service specific consultation is not required.	No impact	No / minimal impact	The assessment showed no equalities impact. The option to print will remain where it is necessary to avoid any negative impact for people with protected characteristics.	335	(15)												(15)
A&S5	Constraining nursing care costs	Our residents live happy, healthy, independent lives with the most vulnerable protected	The average price of a nursing care placement has been increasing over recent years, as there is a high level of demand from local authorities and self-funders for the limited number of available nursing beds. This proposal is based on better managing the supply of nursing care beds for LBB, by: - Purchasing blocks of beds; and - Purchasing placements from other boroughs in London where they meet needs at better value to the authority	Where providers are impacted we will engage directly with them. People who require nursing care will continue to be consulted individually as part of the care and support planning process. Their views and preferences will continue to be considered, in line with our duties under the Care Act.	By increasing the available supply of nursing care placements this should improve our service delivery, as we are able to ensure people receive the care they need quicker, improving people's quality of life and reducing delays in discharges from hospital.	By increasing the available supply of nursing care placements this should improve our service delivery, as we are able to ensure people receive the care they need quicker, improving people's quality of life and reducing delays in discharges from hospital. Councils have a responsibility to offer residents choice in residential and nursing care placements and this will continue.	The assessment shows a minimal positive impact overall, due to increasing overall capacity of nursing care which will enable care to be provided more quickly and offer increased options. This should improve satisfaction and outcomes and reduce time spent in settings which aren't suitable, such as hospital for someone who is ready to be discharged.	7,315	(150)												(150)
A&S6	BCF	Our residents live happy, healthy, independent lives with the most vulnerable protected	In previous years the council has received an uplift to the Better Care Fund (BCF) of between 1.5 and 2% (in 19/20 it was 5% but this is unlikely to recur). This money continues to go towards critical social care services for residents that also support the overall health and care system. The saving is taken from the Adult Social Care base budget, and we have used an assumption of 1.75% uplift for this MTFS.	Service specific consultation is not required.	No impact	No impact	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	8,575	(150)												(150)
A&S7	Prepaid cards	Our residents live happy, healthy, independent lives with the most vulnerable protected	By implementing a pre-paid card solution and transitioning 80% of direct payment clients to it, with a secure online facility to upload evidence of spend, we can increase transparency and then recoup unspent / wrongly spent monies from clients. Based on evidence from elsewhere and assumptions from the service, initial modelling suggested a medium impact scenario would realise year on year savings of c.£500k (6% of total DP spend). In 19/20, the department completed an intensive audit of Direct Payment usage and therefore recovered more unspent or misspent payments than usual, and will also transfer the majority of direct payment recipients onto the new pre-paid card solution. In 20/21 this saving will be based on continuing to identify unspent or misspent funds via the new system, and completing social care reviews with people who did not respond to the direct payment audit.	A service user group was consulted as part of the implementation of the new solution, and a pilot was completed with a group of volunteer service users to ensure that the new system was user friendly. The feedback was very positive overall, and the issues that were detected will be resolved or mitigated before the wider roll out of the system. Social care reviews are part of our standard procedures and will involve one to one engagement and consultation with direct payment recipients.	This should have a positive impact on the ability of the service to monitor direct payment spend, and make it much easier for people to administer their own DPs.	This should have a positive impact on customer satisfaction, as the solution makes it easier for people to provide returns on DP spend. However, some people may prefer to use other methods of monitoring. Other options will continue to be available for people, if they meet the conditions of their Direct Payment agreement.	The equalities impact assessment has been refreshed and continues to show a minimal potential positive impact	11,493	(250)												(250)
A&S8	VAT efficient leisure contract	Our residents live happy, healthy, independent lives with the most vulnerable protected	Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	No resident or staff impact	No resident or staff impact	No resident or staff impact	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(19,304)	(61)	(124)	(159)	(184)									(528)
A&S9	SPA income	Our residents live happy, healthy, independent lives with the most vulnerable protected	Over-delivery against projected income from the GLL leisure services contract	No resident or staff impact	No resident or staff impact	No resident or staff impact	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(1,096)	(747)	(373)	(258)										(2,474)
A&S10	Change to adults social care related charges and discretionary services	Our residents live happy, healthy, independent lives with the most vulnerable protected	In line with national statutory guidance, changes to our 'override' rates, charges for arranging care for those not eligible for local authority funded care and respite rates, as set out in the fees and charges section of the paper. Overall this will increase income levels.	A specific consultation on these changes and an updated Fairer Contributions Policy will be completed in January 2020.	This will not impact service delivery	Some people may be dissatisfied at having to pay increased fees and charges	An equalities impact assessment has been completed and shows a potential minor negative impact based on the cohort having to pay more. However, this is deemed a fair increase / change. This will be updated following the consultation.	(12,937)	(150)												(150)
A&S11	Additional client contributions	Our residents live happy, healthy, independent lives with the most vulnerable protected	Client contributions will increase due to increased numbers of people receiving services who are assessed as having to make a contribution following a financial assessment.	There is no change to our existing Fairer Contributions policy or rates of charging associated with this income line, therefore no consultation is required.	This will not impact service delivery	As this relates to increased numbers of clients as opposed to a change in policy, there should be no impact on overall client satisfaction.	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(200)													(200)
A&S12	Additional capitalisation	Our residents live happy, healthy, independent lives with the most vulnerable protected	We currently use revenue funding to pay for a lot of our community equipment. This includes installing items like grab rails and ramps to keep people independent and safe in their own homes or able to access their community. In line with financial criteria, we will use capital funding to pay for this going forward, which results in a saving to the revenue budget.	There is no change to a service and no consultation is required	None	None	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	1,598	(1,000)												(1,000)

New Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2021/22		2022/23		2023/24		2024/25		Total savings (All years)	
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21	2021/22		2022/23		2023/24		2024/25			
							All published EqAs are online at: https://barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000		FTE
A&S13	Strengths-based reviews of older adults and people with physical disabilities	Our residents live happy, healthy, independent lives with the most vulnerable protected	We will be continuing to apply a strengths-based approach to care reviews for older adults and people with physical disabilities, ensuring that social care needs are met in a way that maximises independence and utilises people's strengths and assets within their communities. Evidence to date that this reduces the cost of formal care and support. We will be continuing to apply this approach with people in the community, including those recently discharged from hospital.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer alternative care and this could lead to dissatisfaction. Others may be more satisfied given increased levels of independence and meeting personal goals.	The equalities impact assessment has been refreshed and to continue to show minimal positive / neutral impact on service users.	24,862	(400)									(400)	
A&S14	Assistive Technology	Our residents live happy, healthy, independent lives with the most vulnerable protected	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 procured a partner to co-develop and implement this approach, which was implemented in April 2017.	Provider engagement has taken place prior to procurement; Working group of service users and carers has helped inform implementation approach.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff have been trained to identify service users who may benefit from assistive technology, and significant provider engagement is underway to introduce telecare into supported living and residential/ nursing care.	Telecare can enhance individuals' feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	The equalities impact assessment has been refreshed and indicates there is a potential positive staff and service users (older people, Learning Disability, Physical Disability, Mental Health).	1,427	(200)									(200)	
A&S15	Support for Working age adults	Our residents live happy, healthy, independent lives with the most vulnerable protected	Continuing to review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option, step up settings where there is a risk of carer breakdown, supporting individuals in gaining and maintaining employment, utilising care technologies to improve independence and reduce intrusiveness of care, developing the Shared Lives service within LBB and increasing the number of referrals. The 20/21 saving is based on extending the impact of independence focussed reviews and working closely with providers to ensure that support promotes independence and progression.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer alternative care and this could lead to dissatisfaction. Others may be more satisfied given increased levels of independence and meeting personal goals.	The equalities impact assessment has been refreshed and to continue to show positive / neutral impact on service users.	34,186	(550)	(100)		(150)						(800)	
A&S16	Strengths-based reviews of people with mental health conditions	Our residents live happy, healthy, independent lives with the most vulnerable protected	Our mental health teams review people with care and support packages to ensure that their care and support is proportionate to their needs and maximises independence and recovery. The 20/21 saving is based on extending the impact of these reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	There will be a need to secure suitable accommodation. Social Care staff will need to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will take place to ensure existing providers support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	The equalities impact assessment has been refreshed and to continue to show positive / neutral impact on service users.	8,699	(300)									(300)	
A&S17	Extra-Care Housing 2	Our residents live happy, healthy, independent lives with the most vulnerable protected	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 3, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	This change will increase the range and choice of services available in Barnet.	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as the scheme progresses and potential residents are identified.	1,090			(100)	(160)						(260)	
A&S18	Extra-Care Housing (Cheshire House)	Our residents live happy, healthy, independent lives with the most vulnerable protected	Plans are in place to develop a third Extra-Care Housing scheme at Cheshire House, with 75 units. Based on current projections, this should be completed in 2020/21. The benefits case will be updated once the first Extra-Care Scheme has gone live. Current savings projections are based on conservative assumptions	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 2, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	This change will increase the range and choice of services available in Barnet.	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as the scheme progresses and potential residents are identified.					(100)	(100)					(200)	
Overall Savings								97,664	(5,317)	0	(1,071)	0	(942)	0	(542)	0	0	0	(7,872)

Housing & Growth

Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget								Total savings (All years)	
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				
								£000	£000	FTE	£000	FTE	£000	FTE	£000		FTE
ARG1	Accommodation Strategy	A pleasant, well maintained borough that we protect and invest in	Exiting NLBP2 lease at lease termination in June 2020.	No service specific consultation required	Some minor disruption during the move	Nil customer satisfaction will not be affected.	This proposal is not expected to have an adverse equalities impact.	1,860	(1,300)								(1,300)
ARG2	Accommodation Strategy	A pleasant, well maintained borough that we protect and invest in	Moving from Barnet House to new offices in Colindale has created the opportunity to generate income from sub-letting Barnet House.	No service specific consultation required	This saving is achieved through generating income and is not expected to have a negative impact on service delivery.	Nil customer satisfaction will not be affected.	This proposal is not expected to have an adverse equalities impact.	1,380	(203)								(203)
ARG3	Increase in Council Tax base	A pleasant, well maintained borough that we protect and invest in	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	n/a		(500)	0	(500)	0	(500)	0		(1,500)
ARG4	Rental opportunity	A pleasant, well maintained borough that we protect and invest in	Increased income for full years worth of rent or hire fees for new lettings agreed part way through 19/20	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	income generation across services	(343)								(343)
ARG5	Rental opportunity	A pleasant, well maintained borough that we protect and invest in	Increased ground rent from potential development (Hendon Campus)	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	income generation							(200)		(200)
ARG6	Rental opportunity	A pleasant, well maintained borough that we protect and invest in	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £20m capital investment early in 2020, resulting in a half year rent, followed by the remainder in 2021)	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	income generation across service	(337)	(337)							(674)
H1	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	7,366	(44)	(121)		(116)		(147)		(102)	(529)
H2	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	Transfer of 156 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required There is an opportunity to comment on our plans through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An equality impact assessment WILL be presented separately with an updated report. This will kept under review as the specific proposals develop.	7,366	(172)	(27)		35		40		42	(83)

Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget								Total savings (All years)			
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21		2021/22		2022/23		2023/24		2024/25		
								£000	£000	FTE	£000	FTE	£000	FTE	£000		FTE	£000	FTE
H3	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	Additional 72 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accomodation and Open Door Homes will pay an premium to the council for each property.	No service specific consultation required There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An equality impact assessment HAS be completed. This will kept under review as the specific proposals develop.	7,366	0		0		(22)		(79)	0		(101)	
H4	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	Build 87 new council homes for rent on top of existing council housing blocks.Savings achieved as these homes will provide a cheaper alternative to temporary accomodation.	Consultation will be undertaken with residents living on affected estates. There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping .	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An equality impact assessment HAS be completed. This will kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	7,366	0		0		(103)		(120)	(7)		(231)	
H5	Housing	A pleasant, well maintained borough that we protect and invest in	Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	Service specific consultation will be undertaken if required. There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping .	This saving is not anticipated to impact on service delivery.	Some residents may have to pay more rent, but this will be eligible for housing benefit	An equality impact assessment WILL be presented separately with a more detailed report. This will kept under review as the specific proposals develop.	7,366	(300)		(550)		(500)		(400)	(150)		(1,900)	
H6	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal would see an additional 300 affordable homes acquired in Greater London. This will be achieved either through an extension of the existing Cheyne programme, or with another provider. These properties will be delivered into a 40 year lease model which after the term completes can be purchased for £1. Properties would be let as per the existing programme with rents set at Local Housing Allowance rates. The programme parameters would be in line with the existing Cheyne leasing programme. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An equality impact assessment HAS be completed. This will kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	7,366	(136)		(331)		(312)		(203)	(57)		(1,040)	

Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2021/22		2022/23		2023/24		2024/25		Total savings (All years)		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21		2021/22		2022/23		2023/24		2024/25			
								£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000		FTE	
H7	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal involves the delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. The council has approved the investment of £1m, of which £0.25m is already committed. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An equality impact assessment HAS be completed. This will kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	7,366	0		0		0		(31)		(32)		(63)	
H8	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal involves the delivery of 250 homes across 3 schemes. Units will be funded through HRA borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An equality impact assessment HAS be completed. This will kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	7,366	0		0		0		(173)		(350)		(524)	
H9	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal involves the delivery of 40 affordable homes on one or more car park sites. All car parks will remain in operation. Units will be built on podium developments atop of existing car park facilities. The development is proposed to be privately funded by an investment fund and air space leased on a peppercorn rent. Units will be leased back to the council and ownership of units reverting to the council at the expiration of a long-term lease. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	An equality impact assessment HAS be completed. This will kept under review as the specific proposals develop. Link: https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	7,366	0		0		0		(27)		(56)		(82)	
Overall Savings										(2,836)	0	(1,866)	0	(1,518)	0	(1,640)	0	(913)	0	(8,773)

Children, Education & Safeguarding

New Line Ref	Theme	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2020/21		2021/22		2022/23		2023/24		2024/25		Total savings (All years)
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25							
								£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE				
CES1	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Inflationary increases to third party contracts are built into the budget. These savings would be achieved by improving contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff.	21,813	(334)		(334)		(334)		(334)					(1,336)
CES2	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Continuing Health Care contribution to appropriate placements for 18-25 year olds	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	5,049	(300)											(300)
CES3	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Profit share with Cambridge Education through increased income from contracts with other local authorities	No service specific consultation required	No impact on service delivery is anticipated as a result of this increase in income	No impact on customer satisfaction is anticipated as a result of this increase in income	Initial analysis indicates that no equalities impact is anticipated as a result of this increase in income	6,120				(100)		(50)						(150)
CES4	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Savings through better use of grant funding- e.g. Troubled Families grant, Youth Justice grant and Trusted Relationships grant	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	n/a	(200)											(200)
CES5	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Second year of savings from transferring Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	Staff consultation was undertaken in January 2019 and the service has been transferred.	The service has been transferred and there has been no impact on service delivery	There has been no impact on customer satisfaction	There was no equalities impact as a result of this change	560	(75)											(75)
CES6	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Agree new funding arrangements with statutory partners for the Multi Agency Safeguarding Arrangements, which replaced the Local Safeguarding Children's Boards.	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	It is not anticipated that this will have an impact on customer satisfaction	Initial analysis indicates that no equalities impact is anticipated as a result of this change	198	(100)											(100)
CES7	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Anticipated that improved efficiency of the model will not have an impact on customer satisfaction	At this stage the equalities impact is unknown. An equalities impact assessment will be undertaken as proposals develop to determine whether there is an impact.	677				(150)		(200)						(350)

New Line Ref	Theme	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2020/21		2021/22		2022/23		2023/24		2024/25		Total savings (All years)
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21		2021/22		2022/23		2023/24		2024/25			
								£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
CES8	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Remodelling of placements to reduce number of children in high cost placements	It is not anticipated that this will require formal consultation but one to one engagement with service users and their families will take place as proposals develop	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	13,370	(450)		(405)		(550)		(725)					(2,130)
CES9	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	It is not anticipated that this will require formal consultation but one to one engagement with service users and their families will take place as proposals develop	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	as above							(200)					(200)
CES10	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Back office saving through voluntary option for back office staff to work 4 day weeks	Staff consultation will be undertaken as part of the project	The impact on service delivery will be assessed as part of the business case	It is not anticipated that this will have an impact on customer satisfaction	An equalities impact assessment will be undertaken to determine whether there is an impact.	4,743			(270)		(270)							(540)
CES11	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Contract savings through reviewing existing planned taxi arrangements to find alternative more cost effective journeys through brokerage	Service specific consultation will be undertaken if required.	The impact on service delivery will be assessed as part of the business case	This proposal may impact on customer satisfaction	There may be an equalities impact related to any specific proposals and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop.	651	(50)											(50)
CES12	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	No service specific consultation required	No impact on service delivery is anticipated as a result of this change	It is not anticipated that this will have an impact on customer satisfaction	No equalities impact is anticipated as a result of this change	33,217	(200)											(200)
CES13	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Use of Apprenticeship Levy to fund apprenticeship programmes for social workers	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	301	(130)											(130)
CES14	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Income generation through being commissioned by the DfE to be an improvement partner for inadequate local authorities	No service specific consultation required	No impact on service delivery is anticipated as a result of this increase in income	No impact on customer satisfaction is anticipated as a result of this increase in income	Initial analysis indicates that no equalities impact is anticipated as a result of this increase in income	6,120	(50)											(50)
CES15	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Use of Dedicated Schools Grant to fund inclusion work carried out by Cambridge Education to keep children in mainstream schools and so reduce the pressure in the High Needs Block	No service specific consultation required. Schools Forum will be informed as part of the High Needs budget setting process	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	n/a	(400)											(400)
CES16	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Reduction in the use of the Schools Causing Concern budget due to more schools being good or outstanding	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	54	(30)											(30)
CES17	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Deleting a vacant post in the Participation Team and using one off funding to deliver UNICEF partnership work	No service specific consultation required	No impact on service delivery is anticipated as a result of this change	It is not anticipated that this will have an impact on customer satisfaction	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	195	(100)											(100)
CES18	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Anticipated Department for Education funding for Unaccompanied Asylum Seeking Children that are care leavers	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	n/a	(300)											(300)
Overall Savings										(2,719)		(1,009)		(1,404)		(1,509)		0		(6,641)

Environment

New Line Ref	Theme	Corporate Plan Outcome	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment						Budget		2021/22		2022/23		2023/24		2024/25		Total Savings (all years)
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25							
								£000	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE			
ENV1	Environment	A pleasant, well maintained borough that we protect and invest in	Chargeable garden waste collections: delivery of savings through the introduction of charges for this non-statutory service, which will encourage more residents to compost at home and will reduce collection costs and vehicle emissions.	Public Consultation was undertaken 10 October to 22 November 2019. https://engage.barnet.gov.uk/garden-waste-charging-2019	This saving requires a change to service delivery.	Negative effect on satisfaction in the short term, however charging for garden waste collections is increasingly common and residents will be provided information on alternatives for dealing with garden waste.	An equalities impact assessment analysis (EqIA) has been undertaken and was taken to Environment Committee January 2020. https://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=695&Mid=9908&Ver=4 The EqIA indicates that overall there is a potential minimal negative impact on the following specific protected characteristics - age and disability. In addition, there is a potential minimal negative impact depending on the ward in which a resident lives and on their employment status. These will be kept under review as proposals are developed. The EqIA is saved on the Council's Equality Impact Assessments 2019/20 page https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	6,513	(800)	0	0	0	0	0	0	0	0	0	0	(800)	
ENV2	Environment	A pleasant, well maintained borough that we protect and invest in	Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm, including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	No service specific consultation is required. However it will be necessary under section 115G of the Highways Act 1980 to publish and service statutory notices and consider any representation made prior to deciding whether to grant permission for the advertising structure.	Some of the service is currently outsourced and there is no anticipated impact on delivery of these elements, however this includes expansion of advertising that does not currently exist, therefore this will be managed as an expansion rather than new service.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	An initial equalities impact assessment has been completed and taken to Environment Committee (4th June 2019) https://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=695&Mid=9906&Ver=4 Minimal impact on service users has been identified. The EqIA is saved on the Council's Equality Impact Assessments 2019/20 page https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	(390)	(100)	(150)	(200)	(250)	0	0	0	0	0	0	(700)		
ENV3	Environment	A pleasant, well maintained borough that we protect and invest in	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	No service specific consultation is required: as the project will still provide street lighting in compliance with the current code of practice, for lighting the highway, and all lamp columns remain in the same location.	The service is currently outsourced and there is no anticipated impact on delivery as the existing Service Provider will increase resources to deliver this Project and the Council's existing Client Team will monitor the Project delivery.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money. Also it is expected that Residents will feel that the lighting has been improved as this is generally the perception of moving to the use of a white light source for street lighting.	An Initial Equalities Impact Assessment has been completed and no adverse impacts have been identified for service users and staff. The Initial Equalities Impact Assessment was taken to Environment Committee November 2019 https://barnet.moderngov.co.uk/ieListDocuments.aspx?Cid=695&Mid=9908&Ver=4 It should be noted that it is intended to update this initial Assessment once the design process has been completed as it is not possible to fully assess the potential impacts until this is completed. The EqIA is saved on the Council's Equality Impact Assessments 2019/20 page https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments	6,323	(600)	0	0	0	0	0	0	0	0	0	0	(600)	
ENV4	Environment	A pleasant, well maintained borough that we protect and invest in	Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation, such as electric vehicle infrastructure and 5G capacity.	Service specific consultation will be undertaken if required.	This would involve the provision of a new service(s), which is likely to be outsourced.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council is providing a valuable new service and providing value for money.	An initial programme equalities impact assessment will be produced as the specific proposals develop.	6,323	(50)	(650)	(700)	(250)	0	0	0	0	0	0	(1,650)		
ENV5	Environment	A pleasant, well maintained borough that we protect and invest in	Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	The need for an equality impact assessment will kept under review as the specific proposals develop and carried out if required.	(4,800)	(2,600)	(750)	0	0	0	0	0	0	0	0	(3,350)		
ENV6	Environment	A pleasant, well maintained borough that we protect and invest in	Savings from Fixed Penalty Notice littering contract.	No service specific consultation is required. There is no change to current service / contract.	The service is currently outsourced and there is no anticipated impact on delivery.	This contribution is not anticipated to have an adverse impact on customer satisfaction as it is being taken to tackle the littering and wasteful tipping that has been a consistent priority for residents in the RPS. Recycling the monies paid for FPNs may enhance perception that the Council provides value for money as it reinforces the 'polluter pays' approach to managing littering and waste enforcement for fly tipping.	This just a back office change and there be no impact on any protected characteristics	(87)	(76)	0	0	0	0	0	0	0	0	0	(76)		
Overall Savings									13,882	(4,226)	(1,550)	(900)	(500)	0	0	0	0	0	(7,176)		

Policy & Resources

Line Ref	Department	Theme	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget									Total savings (All years)		
						Impact on Service delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21		2021/22		2022/23		2023/24			2024/25	
									£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE		£000	FTE
P&R1	GCS	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. The full contract is available online.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. This is a back office saving with no expected impact on service users.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. http://barnet.moderngov.co.uk/documents/s6653/Appendix%20B%20-%20Equalities%20Impact%20Assessment%20of%20Capitas%20Final%20Tender.pdf	20,737	(871)		(272)		(141)					(1,284)	
P&R2	Finance	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	Increased recovery of housing benefit overpayments	no service specific consultation	no expected impact	no expected impact	no expected impact	n/a	(500)		(69)		(53)		(34)			(656)	
P&R3	GCS	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	Strategic HR services were previously provided through the CSG contract which contained a reduction in the cost of back office services including Strategic HR. Strategic HR has been returned to the council on the same basis, with savings targets for future years.	Will require consultation with affected staff and with managers of other council departments	Any reduction in strategic HR capacity at the present time will impact on the council's ability to develop its workforce. There may also be a knock-on affect to service departments which will have to operate with less support and advice	See previous	Assessment will be carried out before any change	1,073	(14)		(9)		(6)		(4)			(33)	
P&R5	GCS	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line)	No service specific consultation required, except with staff where required.	Low risk of impact on service delivery for 2020/21. Any potential to lead to less well-managed contracts will be kept under review in future years.	Low risk of impact on customer satisfaction for 2020/21. Any potential to lead to less well-managed contracts will be kept under review.	Not expected to impact, but will be kept under review.	1,787	(153)		(20)		(134)		(138)			(445)	
P&R6	Assurance	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	Paperless committees (subject to robust digital infrastructure in place - hence implement in 2020/21)	no service specific consultation	no expected impact on services	low / no impact on service user. Change impact for Cllrs	Possible risk of impact on digitally excluded - mitigate with a "by exception" offer of printed papers for residents	2,266	(68)									(68)	
P&R7	Assurance	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	Stop funding of printer cartridges as part of digitisation	no service specific consultation	no expected impact	no expected impact	no expected impact		(3)									(3)	
P&R8	Assurance	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	Make CAFT team cost neutral through increase income generation incl expansion of sold service to OLAs	no service specific consultation	improvement of quality & resilience	increase through successful quality service	no expected impact	437	(100)		(100)		(100)		(116)			(416)	
P&R9	Finance	Policy & Resources	A pleasant, well maintained borough that we protect and invest in	Saving on the re-procurement of telephone and web based payment contract	no service specific consultation	no expected impact	no expected impact	no expected impact	500	(80)									(80)	
Overall Savings									26,800	(1,789)	0	(470)	0	(434)	0	(292)	0	0	0	(2,985)

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Appendix F - HRA Business Plan – January 2020

1. Introduction

The council's Housing Revenue Account (HRA) is funded through rents and service charges received from council tenants and leaseholders, it meets the costs associated with maintaining and managing the council's housing stock and can also be used for funding the development or acquisition of new council homes and other related capital projects.

Since 2012, the HRA has been self-financing, although there have been restrictions on both the amount the HRA can borrow and the rents that can be charged.

The government removed the borrowing cap in October 2018 and borrowing in the HRA is now subject to the similar prudential guidelines as the General Fund, providing opportunities for increasing affordable housing supply supported by the HRA.

The HRA Business Plan has been updated with support from housing consultants Savills and in partnership with Barnet Homes.

2. Executive Summary

Good progress has been made since 2015 on delivering the HRA business plan. Headlines include; the completion of 40 new council homes for rent, a 53 unit extra care housing scheme at Ansell Court in Mill Hill and the acquisition of 21 properties in London to let at affordable rents to homeless applicants. Grant has been secured from the Greater London Authority under the Building Council Homes for Londoners Programme to support the building of 87 new council homes in Barnet.

The council and Barnet Homes have always taken fire safety very seriously and ensuring the safety of residents was already a top priority for our investment programme. Following the Grenfell Tower fire in 2017, the council has committed to going beyond its statutory obligations to meet best practise in fire safety measures, and a priority for the HRA business plan going forward will be to deliver this commitment through an investment programme totalling £51.9m.

The council has continued to invest in existing council homes which continue to be maintained to the Decent Homes standard.

Other projects to be supported by the HRA Business Plan include two additional extra care schemes, providing 125 new homes, and a further project to provide an additional 20 council flats by adding a floor to existing buildings.

This updated plan identifies provision for building a further 250 new homes for rent in the borough, and investment of £36 million in properties that continue to be occupied on our regeneration estates at Grahame Park and Dollis Valley.

3. National Policy Framework

From 2012 HRAs became self-financing with a restriction placed on their external borrowing. In October 2018, the government removed the debt cap and HRA borrowing is now subject to the similar prudential borrowing guidelines as the General Fund. The removal of the borrowing cap means that council has an opportunity to invest more in increasing the supply of affordable housing, but it needs to ensure it can meet the cost of the borrowing.

The Welfare Reform and Work Act 2016 introduced a 4 year requirement for social landlords to reduce their rents by 1% each year from April 2016. This requirement reduced the revenue available to the HRA. In October 2017, the government announced that it intends to allow registered providers and local authorities to increase rents by the Consumer Price Index (CPI) plus 1% for at least five years from April 2020. The Business Plan assumes that rents will increase by the allowable amount until 2025 and then at CPI from 2025.

The roll out of Universal Credit for new applicants and where there is a change in circumstances for existing claims is now underway in Barnet. The impact of this on rent collection and associated bad debt is being closely monitored.

Corporate Priorities

The council's Corporate Plan Barnet 2024 which sets the vision and strategy for the next five years which focuses on three main outcomes:

- A pleasant, well maintained borough that we protect and invest in
- Our residents live happy, healthy, independent lives with the most vulnerable protected
- Safe and strong communities where people get along well

In April 2019 the council agreed a new Housing Strategy which sets out the plans to meet housing need in the borough with a focus on the following priorities:

- Raising standards in the private rented sector
- Delivering more homes that people can afford
- Safe and Secure Homes
- Promoting independence
- Tackling homelessness and rough sleeping in Barnet

The HRA Business Plan compliments the Housing Strategy in a number of ways, including:

- Maintaining the quality and safety of the existing supply of council housing
- Investing in the delivery of new affordable homes for rent
- Increasing the supply of housing to help tackle homelessness
- Investing in new homes for vulnerable people, including wheelchair users and older people
- Ensuring that housing services funded through the HRA are efficient and effective.

4. Maintaining the quality and safety of the existing supply of council housing

The council's housing stock is managed and maintained by Barnet Homes, an Arm's Length Management Organisation (ALMO) which was established in 2004 to improve services and deliver a programme of investment to bring the stock up to the Decent Homes standard.

Barnet Homes completed the Decent Homes programme in 2011, and now have a 30-year asset management strategy in place to deliver the following objectives:

- Ensure properties are maintained in a manner which provides a safe living environment and one that is not detrimental to residents and others health.
- Ensure operators maintaining the buildings can carry out work in a safe manner and without detriment to health.
- Identify the assets to be maintained
- Establish the basis for future investment in the assets
- Establish a basis for possible alternative use of the assets
- Provide an outline vision for new build dwellings
- Establish a mechanism for review of the strategy
- Seek residents' views on the objectives of the strategy to inform the development and updating of the strategy
- Achieve value for money
- Inform the 30-year HRA business plan

To ensure that our investment plans going forward are based on a robust and accurate assessment of the stock, Barnet Homes are in the process of commissioning a stock condition survey to be carried out later this year.

Fire safety

Following the Grenfell Tower disaster in June 2017, the council has responded by developing a £51.9 million investment programme to improve fire safety in its housing stock, including the replacement of Aluminium Composite Material (ACM) on blocks at Granville Road (completed 2018), and the installation of sprinklers in high rise blocks.

Estate Regeneration

The council recognises that its ambitious programme to regenerate its four largest council estates has taken much longer to deliver than originally envisaged. In view of this, the council will carry out a significant investment in properties at **Grahame Park** over the next 3 years. The council will ensure that homes at Grahame Park programmed to be occupied until 2024 remain compliant with statutory landlord obligations. Properties due to remain occupied beyond 2024 will be improved to meet the Decent Homes standard. These works are summarised below:

Homes to continue in occupation to 2024	Compliance works, Electrical Rising Main, Electrical Testing and Rewires, Fire enhancement works, partial window replacements, ASB works such as external perimeter lighting, entry phones/renewal of entrance doors and HHSRS works.
Homes to continue in occupation beyond 2024	As above and including repair/renewal of bathrooms and kitchens, roof and windows replacement.

The council will continue to explore other options for homes at Grahame Park with a view to accelerating the regeneration of those parts of the estate that are currently outside of plans brought forward by our development partner Notting Hill Genesis.

Significant regeneration has taken place at Dollis Valley. The remaining council homes at **Dollis Valley** are due to be vacated between 2022 and 2025. These properties were built using the large panel system (LPS) method and in view of recent concerns raised about this type of construction and following discussions with Cadent Gas, it is proposed to remove the gas supply from these buildings and replace it with electricity. As running costs associated with the electric systems may be higher than gas the council will compensate residents for any additional cost. A further £0.5m will be made available across the estate to address known issues associated with buildings reaching the end of their useful life including providing additional security.

Marsh Drive is an LPS type building situated on the **West Hendon Estate**. As part of the regeneration scheme underway it was due to be the final block to be vacated by March 2022.

In response to resident requests for improved investment into the block and their individual homes, Barnet Homes is undertaking a wide range of remedial work to improve the safety and built environment of Marsh Drive. However, it become

apparent that a number of homes within the block had fallen well below the standard residents should expect. In addition, Cadent have recommended that a range of precautionary measures be put in place within the block to enhance safety to the gas supply.

Given these challenges, a decision has been taken in the best interest of residents to accelerate the decanting of the block with the vacant possession date moving forward to October 2020, and this process is now underway.

The following table shows the total investment plans for the council's housing stock through to 2025:

Financial £'000	Year	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	Total
STOCK CAPITAL INVESTMENT								
Major Works		£3,914	£5,470	£7,993	£8,505	£7,062	£8,444	£41,388
Regeneration		£2,304	£525	£787	£644	£274	£217	£4,751
Misc - Repairs		£1,919	£2,315	£2,325	£2,315	£2,315	£2,315	£13,503
M&E/ GAS		£5,954	£5,116	£3,615	£3,940	£2,440	£3,140	£24,205
Voids and Lettings		£3,698	£4,055	£3,905	£3,655	£3,505	£3,605	£22,423
Adaptations (voids)		£115	£460	£460	£460	£ -	£ -	£1,495
Fire safety programme		£8,785	£14,827	£12,893	£4,000	£1,315	£ -	£41,820
Additional Regeneration		£ -	£12,410	£15,195	£8,050	£ -	£ -	£35,655
Totals		£26,689	£45,178	£47,173	£31,569	£16,910	£17,721	£ 185,240

5. Investment in the delivery of new affordable homes for rent

New Build Programme

The council's Housing Strategy 2019-2024 sets out the need for more affordable homes in the borough. In order to deliver on this, local authority land, including land held in the HRA, can be made available to provide sites for new housing, either at affordable rent or for low cost home ownership.

Barnet Homes completed the first tranche of 43 new council homes by Summer 2016 and in Autumn 2018 a GLA grant of £8.7m was secured for a further 87 new homes. Plans for the delivery of these properties are progressing.

Barnet Homes have established a Registered Provider (RP), Opendoor Homes, which is delivering 340 new affordable homes for rent on council land, primarily in the HRA. This approach means that whilst the HRA supports the developments by providing land at nil cost, the development costs of the new homes are funded by a loan to Opendoor Homes from the council. The council retains 100% nomination rights to the properties that are built.

Further work has been carried out on the capacity of HRA sites to deliver additional homes, and several sites have been identified which are expected to provide approximately 250 new council homes for affordable rent over the next five years.

The council will continue to work with OpenDoor Homes, with a focus on mixed tenure developments outside of the HRA. However, the council will consider transferring HRA land to the RP where there is a good case for doing so, for example where the HRA does not have the capacity to fund a development or where it is more suitable for mixed tenure scheme.

Acquisitions Programme

To make effective use of the council's Right- to-Buy receipts, HRA funding has already been used to support the purchase 21 properties across London which have been let at affordable rents via the council's Housing Allocations Scheme.

The removal of the HRA borrowing cap provided scope for increased investment in the acquisition of properties through the HRA, and a further programme to acquire 82 properties, to be let at affordable rents, was agreed in March 2019 and is now underway.

The council's Housing Strategy has identified the need to maintain a supply of larger affordable units and will ensure that some of the units acquired units have three or more bedrooms.

6. Increasing the supply of housing to help tackle homelessness

The delivery of new affordable homes for rent, as described above, will help to reduce homelessness by providing an alternative to expensive temporary accommodation and offer households in this position a better outcome.

At present the average net annual cost of providing temporary accommodation is £2,000 per household, and this cost is set to increase due to continuing inflationary pressures in the housing market associated with population growth and a limited supply of housing.

This means that for every 100 additional new affordable homes built or acquired the council will save at least £0.200m in temporary accommodation costs within in the General Fund.

7. Investment in new homes for vulnerable people

The council has identified a need for additional extra care housing for older people and homes for wheelchair users. As a result, investment is being targeted in two particular areas set out below.

Extra Care housing

As well as providing better outcomes for users, additional supported housing will provide a more cost-effective alternative to expensive residential care. It is estimated that around 35% of people admitted to residential accommodation by the council would have a better quality of life if there was availability within extra care housing. This equates to approximately 90 households every year.

Each client placed in extra care housing provides a saving of £10,000 a year compared to the cost of residential care. Earlier this year, building work was completed on the first new 53 unit extra care sheltered housing scheme at Ansell Court.

The council and Barnet Homes are progressing plans to provide a further 50 unit extra care scheme at Stag House in Edgware and another 75-unit scheme as part of community led development plans for the Upper and Lower Fosters estate in Hendon. Both schemes will be funded through the HRA and with grant from the GLA.

Wheelchair housing

The council has identified a number people currently in residential care, who would benefit from wheelchair adapted housing. It is estimated that for each person rehoused a saving of up to £50,000 will be generated in the General Fund. Barnet Homes have already built four wheelchair adapted homes as part of the 40 new council homes completed in 2016. Additional wheelchair adapted homes will be provided as part of the on-going programme of building affordable homes described in section six above. This complies with the local plan requirement that at least 10% of new homes should be wheelchair accessible.

8. Efficient and Effective Services

The majority of services funded from the HRA are provided by the council's ALMO, Barnet Homes, including the management and maintenance of council housing and the provision of housing needs service. which is responsible for the assessment of eligibility for rehousing against the council's Housing Allocations Scheme.

During 2015, the council reviewed the services provided by Barnet Homes through a series of challenge sessions to ensure that the services were of a satisfactory standard and provided good value for money. This led to the development of a new ten-year management agreement, effective from 1st April 2016 and secured deliverable savings worth £2.85 million over the first four years of the agreement. This sum is equivalent to a 10% budget reduction will have a minimal impact on the effectiveness of services, whilst freeing up resources for investment in further new homes.

Savings target	Savings achieved through:
£1.839 million	<ul style="list-style-type: none"> • Management and repairs savings due to forecast stock losses through estate regeneration and Right to Buy sales, • Value for money service reviews.
£0.937 million	<ul style="list-style-type: none"> • Procurement and enhancing the value of existing contract arrangements • Reduced accommodation costs due to less floor space at Barnet House • New ways of working through more effective use of IT.
£0.77 million	<ul style="list-style-type: none"> • Stopping some of the 'non-essential' works provided by Barnet Homes, • Re-prioritisation of certain types of non-urgent repairs.
£2.853 million total	

Following a slower reduction in stock than was originally forecast, the total savings amount has subsequently been adjusted to £2.148 million and Barnet Homes is on track to deliver these savings.

Further discussions will be undertaken with Barnet Homes to agree a mechanism that takes account of changes in stock as part of a mid-point review of the management agreement due to commence early in 2020.

Trickle Transfer

The council is also considering supporting Opendoor Homes with a proposal to transfer 950 council homes to them as they become empty through routine causes, such as tenants transferring to more suitable accommodation, properties recovered because of tenancy fraud or anti-social behaviour.

Overtime, this would provide Opendoor Homes with a broader asset base which it could then use to support the development of more affordable homes.

Under the proposal, Opendoor Homes will charge rents set at London Affordable Rent levels, which will enable the payment of a premium back to the council, which would be used to manage the costs associated with homelessness and temporary accommodation. London Affordable rents are set by the Greater London Authority and are approximately 50% of local market rents.

The proposal will require approval by both the GLA and the Secretary of State, and council officers are currently in discussion with both the GLA and the Ministry for Housing and Local Government (MHCLG) about this.

More information about the trickle transfer proposal is attached in appendix D.

9. Right to Buy Receipts

The Right-to-Buy scheme was reinvigorated in 2012 through the introduction of more generous discounts for tenants wishing to buy their council property. As part of this, local authorities have been permitted to keep a larger proportion of the receipts generated from Right-to-Buy sales on condition that these are spent on providing new affordable homes within 3 years. The council has so far made use of Right-to-Buy receipts to support the building and acquisitions programme described in section six above, including 44 newly built council homes and 20 homes acquired on the open market for affordable rent.

10. HRA 30 Year Business Plan

The council uses a spreadsheet model provided by Savills to project the HRA position over a 30-year period, considering changes in stock, capital programme requirements, and anticipated policy changes.

A baseline position, shown in Appendix A has been established which takes account of the current capital programme, the loss of stock expected through estate regeneration and sales, and the latest government advice on rent setting. The baseline capital programme also includes: an agreed £52m investment in fire safety, building of 87 new homes supported by the GLA grant and the acquisition of 82 properties for affordable rent.

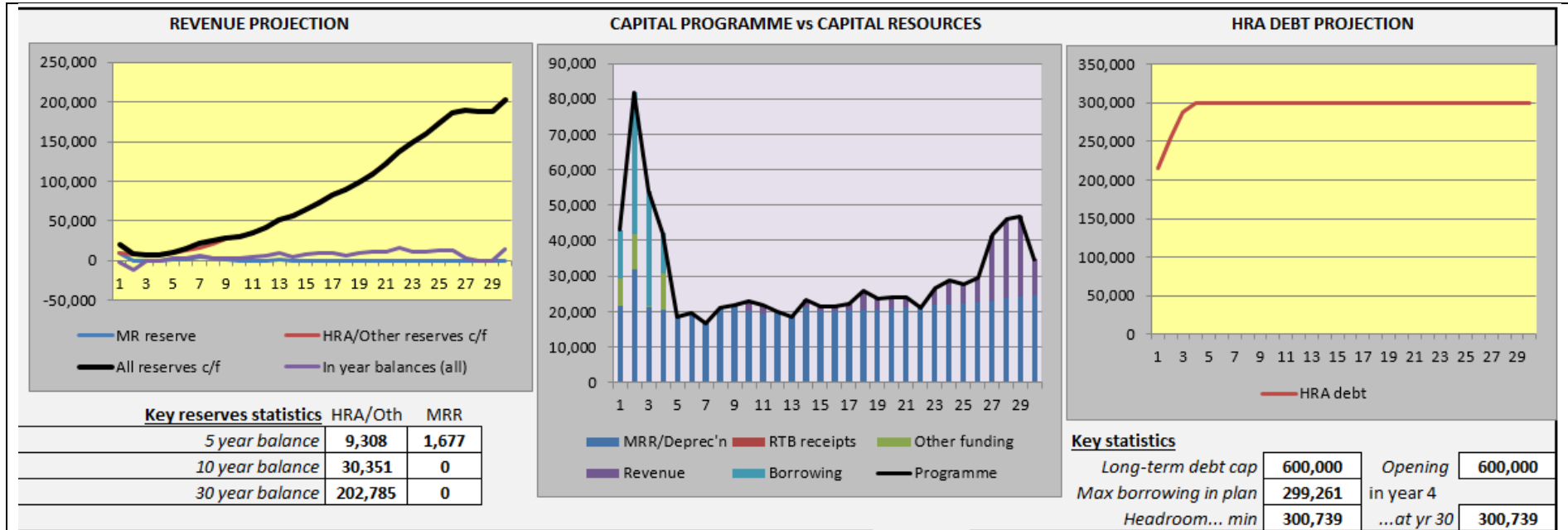
The second scenario at Appendix B sets out how 250 new build properties can be delivered in the next 6 years along with some £35.6m of investment over the next 3 years in homes at Dollis Valley and Grahame Park.

It is recommended that the council proceeds with developing plans for implementation the programme set out at Appendix B. This will see an increase in maximum borrowing from £299 million to £408 million.

The impact of the trickle transfer proposal is expected to be cost neutral, as receipts will be received from Opendoor Homes which will be used to reduce debt and the associated costs in the HRA.

A summary of the proposed Capital programme is included at Appendix C, and the draft HRA budget for 2020/21 is included at Appendix D.

Appendix A - HRA Business Plan – Baseline Model

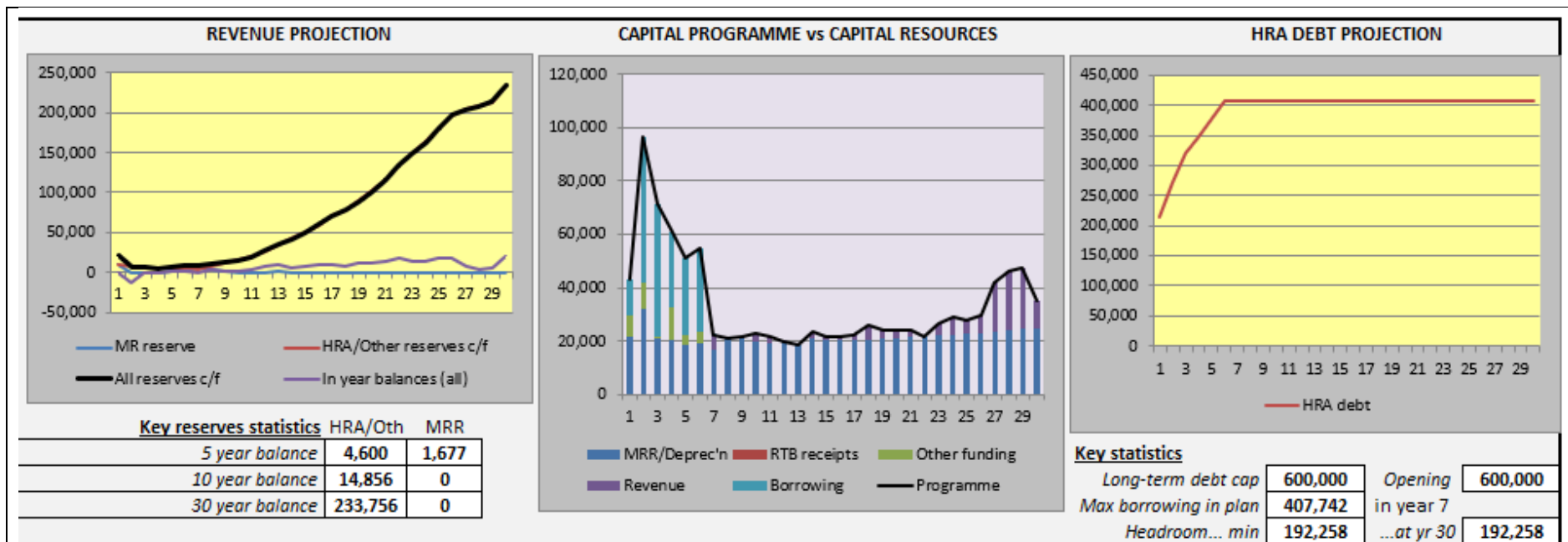


Assumptions

- Rents -Reduce by 1% per annum until 2019/20, followed by CPI + 1% from 2020/21 to 2024/25 and thereafter CPI only increases
- Cost Inflation -RPI throughout model
- Total fire safety investment £52m from 2017/18
- Additional 87 new affordable homes built for rent delivered through GLA programme
- 82 homes acquired for affordable rent by 2021
- Note that long-term debt cap represents assumed prudential borrowing cap
- Loans are re-financed on maturity

Base position shows sustainable HRA over 30 life of business plan

Appendix B- Scenario two – Baseline Model plus acquisitions and additional new build and additional investment at Grahame Park and Dollis Valley



Assumptions

- Rents -Reduce by 1% per annum until 2019/20, followed by CPI + 1% from 2020/21 to 2024/25 and thereafter CPI only increases
- Cost Inflation -RPI throughout model
- Minimum Balance Required - £3m
- Total fire safety investment £52m
- Additional 87 new affordable homes built for rent delivered through GLA programme
- 82 homes acquired for affordable rent by 2021
- New build programme of 250 homes for affordable rent over 4 years from 2019/20
- Additional £35.6m investment in homes at Grahame Park and Dollis Valley over the next 3 years Note that long-term debt cap represents assumed prudential borrowing cap
- Loans are re-financed on maturity

Shows sustainable HRA over 30 life of business plan

Appendix C- Proposed HRA Capital Programme to 2024

Financial Year £'000	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	Total
STOCK CAPITAL INVESTMENT							
Major Works	£ 3,914	£ 5,470	£ 7,993	£ 8,505	£ 7,062	£ 8,444	£ 41,388
Regeneration	£ 2,304	£ 525	£ 787	£ 644	£ 274	£ 217	£ 4,751
Misc - Repairs	£ 1,919	£ 2,315	£ 2,325	£ 2,315	£ 2,315	£ 2,315	£ 13,503
M&E/ GAS	£ 5,954	£ 5,116	£ 3,615	£ 3,940	£ 2,440	£ 3,140	£ 24,205
Voids and Lettings	£ 3,698	£ 4,055	£ 3,905	£ 3,655	£ 3,505	£ 3,605	£ 22,423
Additional adaptations to voids	£ 115	£ 460	£ 460	£ 460	£ -	£ -	£ 1,495
Fire safety programme	£ 8,785	£ 14,827	£ 12,893	£ 4,000	£ 1,315	£ -	£ 41,820
Regen Stock Additional Investment	£ -	£ 12,410	£ 15,195	£ 8,050	£ -	£ -	£ 35,655
Total Investment in Stock	£ 26,689	£ 45,178	£ 47,173	£ 31,569	£ 16,910	£ 17,721	£ 185,240
INVESTMENT IN NEW SUPPLY							
Ansell Court – Extra Care	£ 805						£ 805
Cheshire House – Extra Care	£ 1,000	£ 5,845	£ 5,845	£ 5,845	£ -	£ -	£ 18,535
Stag House – Extra Care	£ 1,901	£ 5,002	£ 5,002	£ 5,002	£ -	£ -	£ 16,907
Burnt Oak Broadway	£ 559	£ 2,900	£ 1,430	£ -	£ -	£ -	£ 4,889
GLA Funded Programme	£ 1,398	£ 8,615	£ 9,666	£ 7,946	£ -	£ -	£ 27,625
82 Acquisitions for affordable rent	£ 10,000	£ 21,000	£ -	£ -	£ -	£ -	£ 31,000
New Build - 250 units*	£ 1,607	£ 3,942	£ 13,195	£ 30,811	£ 26,118	£ 5,360	£ 81,034
Upper Lower Fosters	£ 400	£ 2,045	£ -	£ -	£ -	£ -	£ 2,445
Dollis Valley Shared Equity	£ -	£ 3,700	£ -	£ -	£ -	£ -	£ 3,700
Total Investment in New Supply	£ 17,915	£ 53,049	£ 35,139	£ 49,604	£ 26,118	£ 5,360	£ 187,185
Total Capital Programme	£ 44,604	£ 98,227	£ 82,312	£ 81,173	£ 43,029	£ 23,081	£ 372,425

*Subject to capital bids

Appendix D – Trickle Transfer

Overview

The council faces significant challenges in meeting the demand for affordable housing in the borough, with more than 2500 households in temporary accommodation. As well as the impact on households, there are significant financial pressures for the council resulting from the use of temporary accommodation.

On the 27 November 2018, the Housing Committee agreed to transfer up to 950 council homes as they become empty to TBG Open Door Limited (Opendoor Homes) who are a registered provider and subsidiary of Barnet Homes. The trickle transfer of stock will enable Opendoor Homes to strengthen their financial resilience which is intended to result in the delivery of more affordable housing being built in Barnet.

In addition, the transfer will deliver financial benefits to the council, in the form of a payment of £2000 per property per annum, which will help the authority to meet the costs associated with homelessness.

The impact of the trickle transfer proposal on the Housing Revenue Account is expected to be cost neutral, as receipts will be received from Opendoor Homes which will be used to reduce debt and the associated costs in the HRA.

The basis of the proposal is that as properties become empty through natural tenancy turnover, they will be considered for transfer to Opendoor Homes at a value that reflects the average debt for properties held in the Housing Revenue Account. The properties will be let to households via the council's Housing Allocations Scheme, and rents will be charged at London Affordable Rent levels which are published by the Greater London Authority.

Tenants will receive an assured tenancy, and OpenDoor Homes has agreed that tenants will be given rights equivalent to those enjoyed by secure council tenants, including the Right to Buy scheme, contractually. This would be subject to any legislative requirements, such as the right to acquire under the Housing & Regeneration Act 2008.

New Affordable Homes

The proposal to transfer 950 council homes to Opendoor Homes is expected to provide enough capacity within to enable Opendoor Homes to build an additional 40 new affordable homes for rent. This number could increase if grant can be secured from the Greater London Authority.

Opendoor Homes have been supported by Savills who are a consultancy with substantial expertise in this area. They have modelled a business plan that demonstrates that the increase in rents combined with the asset value of the stock can create financial capacity that will support the development. In the longer term, the additional asset base that trickle transfer will provide for Opendoor Homes, will enable them to seek finance for building more homes, especially when taken alongside other proposals to increase their stock,

which include their existing build programme, the transfer of the council’s temporary accommodation portfolio, and the acquisition of 500 homes on the open market funded through a loan from the council. These initiatives combined will result in Opendoor Homes owning a stock of more than 2000 homes, ensure that it remains a viable housing association able to help the council meet its’ housing objectives.

London Affordable Rents

London affordable rents are set by the London Mayor and the Regulator of Social Housing and provide benchmark rents that reflect the formula rent cap figures for social rent and are updated each year by CPI + 1%. The latest rents for 2019/20 published by the Greater London Authority are set out in the following table:

Size	Weekly Rent
Bedsit & one beds	£155.13
Two beds	£164.24
Three beds	£173.37
Four beds	£182.49
Five beds	£191.61
Six or more beds	£200.73

The current average rent for a council home on reletting in Barnet is £107, and whilst the London Affordable Rents will be higher, they will be at levels which are less than 50% of average market rents with the exception of 1 beds, and well within local housing allowance levels as set out in the tables below.

Mean rents in Barnet 2018/19		
	Monthly	Weekly
1 Bed	£ 1,147.00	£ 264.69
2 Bed	£ 1,439.00	£ 332.08
3 Bed	£ 1,894.00	£ 437.08
4 or more beds	£ 3,055.00	£ 705.00
Source: Valuation Office Agency (VOA).		

Local Housing Allowance Rates – Barnet 2019	Broad Market Rental Area		
	Inner N.London	NW London	Outer N.London
One Bedroom Rate:	£ 276.51	£ 203.03	£ 211.84
Two Bedroom Rate:	£ 320.74	£ 257.09	£ 263.00
Three Bedroom Rate:	£ 376.04	£ 321.45	£ 324.57
Four Bedroom Rate:	£ 442.42	£ 385.63	£ 388.65

Financial model

Opendoor Homes will fund the purchase of properties to be transferred by securing loans on the open market and make a payment to the council of approximately £31,000, which represents the value of the average debt currently held against council homes.

Opendoor Homes will take full responsibility for maintaining and managing the properties, and the management fee paid to Barnet Homes will be reduced to reflect this. For flatted properties, Opendoor Homes will be a leaseholder of the council and will contribute to any major works on the same basis as other leaseholders.

For each property that is transferred, the council will receive an annual payment of £2000, which will be worth £1.9m a year once the target to transfer 950 properties has been achieved.

The annual benefits have been factored into the council’s Medium-Term Financial strategy and will help to manage the costs associated with homelessness and the use of temporary accommodation, as follows:

Year	2020/21	2021/22	2022/23	2023/24	2024/25
In Year	£177,000	£613,000	£365,000	£253,000	£68,000
Cumulative	£177,000	£790,000	£1,155,000	£1,408,000	£1,476,000

The borrowing required for the purchase of the properties from the council will be raised via financial institutions by Opendoor Homes.

The proposal to transfer 950 council properties to Opendoor Homes is expected to have a neutral impact on the HRA Business Plan, as existing debt, management and repair costs will transfer in full to Opendoor Homes.

Legal

Legal advice has been received which confirms that the council will need to apply for consent from the Secretary of State for Housing, Communities and Local Government for permission to transfer the properties because they are housing, because the transfer would be at undervalue and because this amounts to financial assistance. Because the properties are to be transferred at undervalue, the transaction potentially amounts to state aid and it will be necessary to bring it within one of the permitted exceptions to these rules, potentially by ensuring that Opendoor Homes are to provide services of general economic interest. An agreement will also need to be reached with the Greater London Authority on the level of rents to be charged.

Risks

There is a risk that there could be a delay in properties becoming available for letting due to delays in transferring properties from the council to Opendoor Homes. This risk will be mitigated by ensuring that an efficient conveyancing process is developed to minimise the time it takes to transfer the properties. In addition, void works could be carried out by Barnet

Homes during the conveyancing period and the cost of these reimbursed by Opendoor Homes once the property has been transferred.

There is a risk that the Secretary of State will not grant consent to proceed with the transfer of properties to Opendoor Homes. This risk is being mitigated by maintaining a dialogue with officials at the Ministry for Housing, Communities and Local Government.

There is a risk that the Greater London Authority will not agree to the rent levels proposed for the properties that will transfer to Opendoor Homes. This is being mitigated by maintaining a dialogue with officials at the Greater London Authority.

There is a risk that Opendoor Homes will be unable to raise third party funding to support the purchase of this stock. This is currently being mitigated by early engagement with treasury advisors to understand the markets appetite to fund the programme and at what rate.

There is a risk that Opendoor Homes will be unable to repay the loans, and the lender will seek to repossess the property, so that it no longer will be available to the council for nominations. This will be mitigated by attaching conditions to the sale that stipulate that the council will have an option to repurchase the property, and that in any event the property can only be used as social housing and occupied by tenants nominated by the council. A nomination agreement is being prepared.

Opendoor Homes' plan could be impacted by government decisions on rent increases for social housing beyond 2025, as their plan assumes that rents will continue to increase at CPI+1% beyond this. – Opendoor Homes board will undertake a range of sensitivity analysis and scenario planning in respect of this and other financial risks. Options to respond may include re negotiating the terms of the loan with the funder which will have the impact of extending the repayment period. Ultimately, the payment to LBB of £2,000 per home per annum will also have to be continually considered if the viability of the programme funding is at risk.

Equalities

An equalities impact assessment has been carried out and concluded that the proposal presents no unlawful discrimination as it will apply equally to all individuals. Whilst the trickle transfer of properties is in isolation unlikely to advance equality of opportunity, the wider benefits and outcomes of the proposal are likely to have a positive impact on those with protected characteristics.

The proposal is important on grounds unconnected with the potential for differential impact on protected groups. The transfer of the properties will enable Opendoor Homes to strengthen its financial resilience, which will result in the delivery of additional new affordable housing in Barnet; this will have a positive impact upon all groups, and in particular those groups that may be disproportionately affected by this proposal due to their over-representation in social housing.

An increase in the availability of social housing in Barnet will enable the council to meet more housing need by operating a fair, transparent allocations policy based on priority needs. The transfer will also deliver a financial benefit to the council of £2,000 per property transferred per annum, which will help the council to meet the costs associated with homelessness which also disproportionately affects the groups likely to be affected by this proposal.

Appendix E –HRA Budget 2019/20 and 2020/21

HOUSING REVENUE ACCOUNT	2019/20 Budget £'000	2020/21 Budget £'000
Income		
Dwelling rents	(48,608,860)	(50,404,962)
Non-dwelling rents	(1,075,000)	(1,093,275)
Tenants Charges for services and facilities	(3,991,860)	(4,147,518)
Leaseholder Charges for services and facilities	(3,211,572)	(3,266,169)
Total Income	(56,887,292)	(58,911,924)
Expenditure		
Repairs and Maintenance	7,570,000	6,960,886
General	15,982,573	18,208,417
Special	5,897,160	6,119,685
Rent, Rates, Taxes and other charges	80,000	81,360
Depreciation and impairment of fixed assets	22,563,841	21,651,168
Debt Management Expenses	7,570,000	8,253,255
Revenue Contribution to Capital	0	0
Increase in bad debt provision	250,000	257,789
Total Expenditure	59,913,574	61,532,560
Net Cost of HRA Services	3,026,282	2,620,636
Interest and investment income	(94,744)	(80,153)
(Surplus) or deficit	2,931,538	2,540,483

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Fees and Charges 2020/21

Department: **Adults & Health**
 Area: **Adult Social Care**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Adult Social Care	Residential and Nursing Care (1) *	Social Care	Standard Charge persons aged 60+		£138.10	£142.35	£4.25	3.08%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Residential and Nursing Care (1) *	Social Care	Standard Charge persons aged 25-59		£81.75	£82.75	£1.00	1.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Residential and Nursing Care (1) *	Social Care	Standard Charge persons aged 18-25		£66.55	£67.55	£1.00	1.50%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Respite Care (All client groups) (2)	Social Care	Residential Respite (per week)		£101.05	£104.30	£3.25	3.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Fairer Contributions charge rate	Community Services	The rate charged for Community Services	Hourly	£15.28	£17.00	£1.72	11.26%	Increase in the maximum charge rate for community services to reflect the higher hourly rate the Council pays for delivery of homecare.	The current average homecare hourly rate is £18.06
Adult Social Care	Charges for arranging care for people above the capital/savings threshold	All Placement Areas	One-off arrangement fee for new care packages / placements	One-off charge	£0.00	£300.00	£300.00		Charges for arranging care for people above the capital/savings threshold	
Adult Social Care	Other Community Support Services (4) ** Assessed in accordance with charging policy for community based services	Social Care	Community Support Services		Up to full cost	Up to full cost	n/a	n/a		
Adult Social Care	Clients' access to files	Social Care	Statutory charge		£15.00	£15.00	£0.00	0.00%		
Adult Social Care	Charges for arranging care for people above capital/savings threshold	Social Care	Standard hourly brokerage charge		£22.93	£23.62	£0.69	3.01%		
Adult Social Care		Social Care	Standard hourly administrative charge		£14.31	£14.74	£0.43	3.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Standard hourly administrative and processing charge		£18.27	£18.82	£0.55	3.01%	The interest rate for deferred payments was set at 1% from 1 April 2016. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer.	
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Standard legal hourly charge		£52.29	£52.29	£0.00	0.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Non- standard legal hourly charge e.g. debt recovery		£71.59	£71.59	£0.00	0.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Land Registry Fees		£26.00	£26.00	£0.00	0.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Property Valuation Fees		£250.00	£250.00	£0.00	0.00%		

Fees and Charges 2020/21

Department: Assurance
 Area: Governance Service

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Assurance Group	School Admission Appeals Clerking	Governance Service	Appeals Clerking & Appeals cost	1	£150.00	£275.00	£125.00	83.33%	Charges for providing a clerking service for school admissions appeals for academies and free schools (non-maintained) have not been increased for the last eight years. The fee has been adjusted to reflect cumulative inflationary increases and is similar to the current market rate charged by private individuals. Without applying the increase the service is not viable as it would be operating on a loss-making basis.	Above inflation
Assurance Group	School Admissions	Governance Service	Cost per Appeal - appeal hearings with five or more per day	per appeal	£153.00	£170.00	£17.00	11.11%	Charges for providing a clerking service for school admissions appeals for academies and free schools (non-maintained) have not been increased for the last eight years. The fee has been adjusted to reflect cumulative inflationary increases and is similar to the current market rate charged by private individuals. Without applying the increase the service is not viable as it would be operating on a loss-making basis.	
Assurance Group	School Admissions	Governance Service	Cost per withdrawn/cancelled Appeal - appeal outside of 7 workings days. Full fees apply inside this time period	per appeal	£58.14	£50.00	-£8.14	-14.00%		
Assurance Group	Full Electoral Register	Electoral Services	Purchase Full Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. only available to recipients named in legislation (e.g. registered political parties, credit reference agencies)	per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	NIL	NIL	Charge set in legislation cannot be changed locally	
Assurance Group	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	Data Copy: £20 + £1.50 per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof	NIL	NIL	Charge set in legislation cannot be changed locally	
Assurance Group	Open Electoral Register	Electoral Services	Purchase 'Open' Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. excludes electors that have 'opted-out of the Open Register' and may be purchased by anybody	per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	NIL	NIL	Charge set in legislation cannot be changed locally	
Assurance Group	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	Data Copy: £20 + £1.50 per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof	NIL	NIL	Charge set in legislation cannot be changed locally	
Assurance Group	Marked Electoral Register	Electoral Services	Purchase 'Marked Copy' of Electoral Register (by: Polling District, Ward or Borough) following an election Statutory Charges set in legislation. only available to recipients named in legislation (e.g. registered political parties, election candidates etc)	per 1000 electors or part thereof	Paper Copy: £10 + £2 per 1000 electors or part thereof	Paper Copy: £10 + £2 per 1000 electors or part thereof	NIL	NIL	Charge set in legislation cannot be changed locally	
Assurance Group	Marked 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	Data Copy: £10 + £1 per 1000 electors or part thereof	Data Copy: £10 + £1 per 1000 electors or part thereof	NIL	NIL	Charge set in legislation cannot be changed locally	

Fees and Charges 2020/21

Department: Assurance
 Area: Community Safety

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Community Safety	CCTV footage request	Community Safety	Administrative fee for Section 35 CCTV requests.	per request	£10.00	£10.00	£0.00	0.00%		
Community Safety	Body Worn Camera Footage/still requests	Community Safety	Administrative fee for Subject Access Requests for BWC footage for environmental offences.	per request	£10.00	£10.00	£0.00	0.00%	This fee will be payable via the Information Management Team for such applications.	

Fees and Charges 2020/21

Department:

Estates

Area:

Hendon Town Hall Parties, Fairs and Events

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	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)	Hendon Town Hall	Mon-Fri full day	13hrs (8am to 9pm)	£600.00	£845.00	£245.00	40.83%		
Council Chamber	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£750.00	£845.00	£95.00	12.67%		
Council Chamber	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Sunday full day	13hrs (8am to 9pm)	£900.00	£900.00	£0.00	0.00%		
Committee rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Mon-Fri full day	13hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Committee rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£600.00	£690.00	£90.00	15.00%		
Committee rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Sunday full day	13hrs (8am to 9pm)	£750.00	£860.00	£110.00	14.67%		
Heritage rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Mon-Fri full day	13hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£600.00	£600.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Sunday full day	13hrs (8am to 9pm)	£750.00	£750.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Hendon Town Hall	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)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£300.00	£300.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Hendon Town Hall	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)	Hendon Town Hall	Mon-Fri half day	6.5 hrs (8am to 9pm)	£300.00	£360.00	£60.00	20.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Saturday half day	6.5 hrs (8am to 9pm)	£375.00	£420.00	£45.00	12.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Sunday half day	6.5 hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Mon-Fri half day	6.5 hrs (8am to 9pm)	£225.00	£375.00	£150.00	66.67%		
Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Saturday half day	6.5 hrs (8am to 9pm)	£300.00	£430.00	£130.00	43.33%		
Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Sunday half day	6.5 hrs (8am to 9pm)	£375.00	£500.00	£125.00	33.33%		
Heritage rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Mon-Fri half day	6.5 hrs (8am to 9pm)	£225.00	£225.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Saturday half day	6.5 hrs (8am to 9pm)	£300.00	£300.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Sunday half 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)	Hendon Town Hall	Mon-Fri half 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)	Hendon Town Hall	Saturday half 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)	Hendon Town Hall	Sunday half day	6.5 hrs (8am to 9pm)	£175.00	£185.00	£10.00	5.71%		

Fees and Charges 2020/21

Department: **Estates**
 Area: **Colindale Offices**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Whole Conference Room	Proposed rates (Full day - 13 hours)	Colindale Offices	Full day	13hrs (8am to 9pm)		£1,100.00	£1,100.00		New	
Large Section of Conference Room	Proposed rates (Full day - 13 hours)	Colindale Offices	Full day	13hrs (8am to 9pm)		£800.00	£800.00		New	
Small Section of Conference Room	Proposed rates (Full day - 13 hours)	Colindale Offices	Full day	13hrs (8am to 9pm)		£350.00	£350.00		New	
Meeting Room 1	Proposed rates (Full day - 13 hours)	Colindale Offices	Full day	13hrs (8am to 9pm)		£165.00	£165.00		New	
Meeting Room 2	Proposed rates (Full day - 13 hours)	Colindale Offices	Full day	13hrs (8am to 9pm)		£100.00	£100.00		New	
Meeting Room 3	Proposed rates (Full day - 13 hours)	Colindale Offices	Full day	13hrs (8am to 9pm)		£135.00	£135.00		New	
Entire Facility	Proposed rates (Full day - 13 hours)	Colindale Offices	Full day	13hrs (8am to 9pm)		£2,000.00	£2,000.00		New	
Whole Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day	6.5 hrs (8am to 9pm)		£550.00	£550.00		New	
Large Section of Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day	6.5 hrs (8am to 9pm)		£400.00	£400.00		New	
Small Section of Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day	6.5 hrs (8am to 9pm)		£175.00	£175.00		New	
Meeting Room 1	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day	6.5 hrs (8am to 9pm)		£85.00	£85.00		New	
Meeting Room 2	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day	6.5 hrs (8am to 9pm)		£50.00	£50.00		New	
Meeting Room 3	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day	6.5 hrs (8am to 9pm)		£70.00	£70.00		New	
Entire Facility	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day	6.5 hrs (8am to 9pm)		£1,000.00	£1,000.00		New	
Whole Conference Room	Proposed rates (Full day - 13 hours)	Colindale Offices	Full Day Registered Charity	13hrs (8am to 9pm)		£220.00	£220.00		New	
Large Section of Conference Room	Proposed rates (Full day - 13 hours)	Colindale Offices	Full Day Registered Charity	13hrs (8am to 9pm)		£160.00	£160.00		New	
Small Section of Conference Room	Proposed rates (Full day - 13 hours)	Colindale Offices	Full Day Registered Charity	13hrs (8am to 9pm)		£70.00	£70.00		New	
Meeting Room 1	Proposed rates (Full day - 13 hours)	Colindale Offices	Full Day Registered Charity	13hrs (8am to 9pm)		£33.00	£33.00		New	
Meeting Room 2	Proposed rates (Full day - 13 hours)	Colindale Offices	Full Day Registered Charity	13hrs (8am to 9pm)		£20.00	£20.00		New	
Meeting Room 3	Proposed rates (Full day - 13 hours)	Colindale Offices	Full Day Registered Charity	13hrs (8am to 9pm)		£27.00	£27.00		New	
Entire Facility	Proposed rates (Full day - 13 hours)	Colindale Offices	Full Day Registered Charity	13hrs (8am to 9pm)		£400.00	£400.00		New	
Whole Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£110.00	£110.00		New	
Large Section of Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£80.00	£80.00		New	
Small Section of Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£35.00	£35.00		New	
Meeting Room 1	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£17.00	£17.00		New	
Meeting Room 2	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£10.00	£10.00		New	
Meeting Room 3	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£14.00	£14.00		New	
Entire Facility	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£200.00	£200.00		New	

Fees and Charges 2020/21

Department: **Growth and Corporate Services**
 Area: **Births Deaths and Marriages**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Certificates from archived registers		Standard Birth, Death, Marriage and civil partnership certificate	per certificate	£ 15.00	£ 15.00	£ -	0.00%	Statutory Cert £10DiscretionaryAdmin charge £5	
			Short Birth Certificate	per certificate	£ 15.00	£ 15.00	£ -	0.00%	Statutory Cert £10DiscretionaryAdmin charge £5	
			Priority service certificate - same day	per certificate	£ 20.00	£ 20.00	£ -	0.00%		£0.00
			Standard Birth Death Marriage or Civil Partnership certificates (at registration)	per certificate	£ 4.00	£ 4.00	£ -	0.00%		£0.00
			Standard Birth Death Marriage or Civil Partnership certificates (after registration)	per certificate	£ 7.00	£ 7.00	£ -	0.00%		£0.00
	Notice of marriage and civil partnership		British and EU national	Per notice	£ 35.00	£ 35.00	£ -	0.00%		£0.00
			If referred for immigration purposes	Per notice	£ 47.00	£ 47.00	£ -	0.00%		£0.00
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Heritage Room	Administration fee for change of date or time	Per Ceremony	£ 20.85	£ 20.85	£ -	0.00%		Discretionary Fee
			Mondays to Thursdays (before 4pm)	Per Ceremony	£ 165.00	£ 165.00	£ -	0.00%		Discretionary fee
			Friday (before 4pm)	Per Ceremony	£ 195.00	£ 195.00	£ -	0.00%		Discretionary fee
			Saturday (before 4pm)	Per Ceremony	£ 280.00	£ 280.00	£ -	0.00%		Discretionary fee
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£ 359.00	£ 359.00	£ -	0.00%		Discretionary fee
			Special Offer (last Sunday of the month)	Per Ceremony	£ -	£ -	£ -	-		£0.00
			Monday to Thursday (after 4 pm)	Per Ceremony	£ 360.00	£ 360.00	£ -	0.00%		Discretionary fee
			Friday (after 4 pm)	Per Ceremony	£ 360.00	£ 360.00	£ -	0.00%		Discretionary fee
			Saturday – (after 4pm)	Per Ceremony	£ 397.00	£ 397.00	£ -	0.00%		Discretionary fee
			Sundays and Public Holidays – (after 4pm)	Per Ceremony	£ 497.00	£ 497.00	£ -	0.00%		Discretionary fee
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Committee Room 1&2	Mondays to Thursdays (before 4pm)	Per Ceremony	£ 220.00	£ 220.00	£ -	0.00%		£0.00
			Friday (before 4pm)	Per Ceremony	£ 249.00	£ 249.00	£ -	0.00%		£0.00
			Saturday (before 4pm)	Per Ceremony	£ 330.00	£ 330.00	£ -	0.00%		£0.00
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£ 420.00	£ 420.00	£ -	0.00%		£0.00
			Monday to Friday (after 4 pm)	Per Ceremony	£ 425.00	£ 425.00	£ -	0.00%		£0.00
			Saturday (after 4pm)	Per Ceremony	£ 522.00	£ 522.00	£ -	0.00%		£0.00
			Sundays and Public Holidays (after 4pm)	Per Ceremony	£ 626.00	£ 626.00	£ -	0.00%		£0.00
	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	£ 51.75	£ 51.75	£ -	0.00%		£0.00
			Wedding in a registered building (e.g. church)	Per Ceremony	£ 88.00	£ 88.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (before 4pm)	Per Ceremony	£ 366.00	£ 366.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (before 4pm)	Per Ceremony	£ 400.00	£ 400.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (before 4pm)	Per Ceremony	£ 497.00	£ 497.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (after 4pm)	Per Ceremony	£ 447.00	£ 447.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (after 4pm)	Per Ceremony	£ 547.00	£ 547.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (after 4pm)	Per Ceremony	£ 657.00	£ 657.00	£ -	0.00%		£0.00
	Naming Ceremonies – all venues		Administration fee for change of date or time	Per Ceremony	£ 20.75	£ 20.75	£ -	0.00%		£0.00
			Monday to Sunday and including Bank Holidays – normal hours	Per Ceremony	£160.00 (£50 deposit)	£160.00 (£50 deposit)				£0.00
	Late Arrival Fees		Late arrival fee at the Register Office	Per Ceremony	£ 26.00	£ 26.00	£ -	0.00%		£0.00
			Late arrival fee at an approved premise in Barnet	Per Ceremony	£ 52.00	£ 52.00	£ -	0.00%		£0.00
	Nationality and Settlement Checking Service NCS/SCS		NCS Adult application (Mon-Fri)	Per Adult	£ 60.00	£ 60.00	£ -	0.00%		£0.00
			NCS Child application (Mon-Fri)	Per Child	£ 40.00	£ 40.00	£ -	0.00%		£0.00
			NCS Adult application (Sat & Sun)	Per Adult	£ 75.00	£ 75.00	£ -	0.00%		£0.00
			NCS Child application (Sat & Sun)	Per Child	£ 50.00	£ 50.00	£ -	0.00%		£0.00
			SCS Adult application (Mon-Fri)	Per Adult	£ 100.00	£ 100.00	£ -	0.00%		£0.00

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
			SCS Child application (Mon-Fri)	Per Child	£ 30.00	£ 30.00	£ -	0.00%		£0.00
			Private citizenship ceremony at Hendon Town Hall	Per Ceremony	£ 110.00	£ 110.00	£ -	0.00%		£0.00
	European Passport Return Service		European Passport Return Service (Permanent Residence & Qualifying Person) including secure postage up to 5kg (Mon-Fri)	Per Package	£ 26.00	£ 26.00	£ -	0.00%		£0.00
			Saturday	Per Package	£ 36.50	£ 36.50	£ -	0.00%		£0.00
			Sunday	Per Package	£ 41.75	£ 41.75	£ -	0.00%		£0.00
			Additional Postage fee for supporting documents - 5-10kg	Per Package	£ 28.00	£ 28.00	£ -	0.00%		£0.00
			Additional Postage fee for supporting documents - 10-20kg	Per Package	£ 43.50	£ 43.50	£ -	0.00%		£0.00

Fees and Charges 2020/21

Department: Re
Area: Environmental health and Cem and Crem

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Environmental Health										
Re	EH 1 Completion of Works	Environmental Health	To carry out work(s) in default of a notice recipient		All costs to be recorded on an hourly rate up to £87.14 from non compliance visit and charged accordingly	All costs to be recorded on an hourly rate up to £78 from non compliance visit and charged accordingly	-£9.14	-10.49%		
Re	EH 2 Completion of Works	Environmental Health	Empty Property Agency Service		Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £170	Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £175	£5.00	2.94%		
Re	EH 3 Completion of Works	Environmental Health	Voluntary Works In Default Service		Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £170	Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £175	£5.00	2.94%	Service to be paid for in full on completion unless the applicant has proven significant financial difficulties.	
Re	EH 4 Home Improvement Agency Environmental Health	Environmental Health	Enquiry including historical data multiple addresses	Each	£115.00		-£115.00	-100.00%	Delete	
Re	EH 5 Housing Reports	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	£308 plus hourly rate up to £87.14 for revisits and/or additional advice.	£315 plus hourly rate of up to £78 for revisits and/or additional advice	£7.00	2.27%		
Re	EH 6 Housing Reports	Environmental Health	Housing Consultation fee	Each	£100 (additional hours charged – up to £61/hour)	£103 (additional fees charged over two hours at up to £54.84/hour)	£3.00	3.00%		
Re	EH 7 Housing Reports	Environmental Health	Rent Repayment Order Support Service	Each	£100 (additional hours charged – up to £61/hour)	£103 (additional fees charged over two hours at up to £54.84/hour)	£3.00	3.00%		
Re	EH 8 Housing Reports	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	£244 plus hourly rate up to £87.14 for revisits and/or additional advice	£248 plus hourly rate of up to £78 for revisits and/or additional advice	£4.00	1.64%		
Re	EH 9 Housing Reports	Environmental Health	HMO Set Up Advice Service	Each	£449 plus hourly rate up to £87.14 for revisits and/or additional advice	450 plus hourly rate of up to £78 for revisits and/or additional advice	£1.00	0.22%		
Re	EH 10 Housing Reports	Environmental Health	Fire risk assessment for standard HMO	Each	Up to £605 for a standard HMO plus hourly rate up to £87.14 for revisits and/or additional advice.	£617 for a standard HMO plus hourly rate of up to £78 for revisits and/or additional advice	£12.00	1.98%		

Re	EH 11 Housing Act	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.	N/A	N/A	
Re	EH 12 Housing Act	Environmental Health	Service of an Improvement Notice	Each	£503.00	£510.00	£7.00	1.39%	
Re	EH 13 Housing Act	Environmental Health	Service of a Suspended Improvement Notice	Each	£503.00	£510.00	£7.00	1.39%	
Re	EH 14 Housing Act	Environmental Health	Service of a Prohibition Order	Each	£431.00	£435.00	£4.00	0.93%	
Re	EH 15 Housing Act	Environmental Health	Service of a Suspended Prohibition Order	Each	£431.00	£435.00	£4.00	0.93%	
Re	EH 16 Housing Act	Environmental Health	Service of an Emergency Prohibition Order	Each	£431.00	£435.00	£4.00	0.93%	
Re	EH 17 Housing Act	Environmental Health	Service of a Demolition Order	Each	Cost of administration and works.	Cost of administration and works.	N/A	N/A	
Re	EH 18 Housing Act	Environmental Health	Taking Emergency Remedial Action	Each	£432 plus the cost of work	£437.00	£5.00	1.16%	
Re	EH 19 Housing Act	Environmental Health	Add on fee to notice/order cost if electrical certificate is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs.	N/A	N/A	
Re	EH 20 Housing Act	Environmental Health	Add on fee to notice/order cost if a gas certificate is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs.	N/A	N/A	
Re	EH 21 Housing Act	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 administration costs.	Actual cost plus administration costs.	N/A	N/A	
Re	EH 22 Housing Act	Environmental Health	Add on fee to notice/order cost if a structural engineers report is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs.	N/A	N/A	
Re	EH 23 Housing Act	Environmental Health	Copying grant files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.	£0.00	0.00%	
Re	EH 24 Housing Act	Environmental Health	Review of Suspended Prohibition Order	Each	£323.00	£324.00	£1.00	0.31%	
Re	EH 25 Housing Act	Environmental Health	Review of Suspended Improvement Notice	Each	£321.00	£319.00	-£2.00	-0.62%	
Re	EH 26 Housing Act	Environmental Health	Hazard Awareness Notice	Each	£296.00	£342.00	£46.00	15.54%	The original charges were worked out at the outset of the scheme and before we had a great deal of experience operating it. When we reviewed the calculation this year we discover that a number of costs that had not been accounted for. We have rebuilt the cost model to include the full cost of operating the service.
Re	EH 27 Housing Act	Environmental Health	Copying enforcement files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.	£0.00	0.00%	
Re	EH 28 Mandatory HMO Licensing	Environmental Health	New Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,233.00	£1,386.00	£153.00	12.41%	Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£595.00	£640.00			
				Fee 2	£638.00	£746.00			
Re	EH 29 Mandatory HMO Licensing	Environmental Health	Assisted New Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,314.00	£1,477.00	£163.00	12.40%	Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£692.00	£747.00			
				Fee 2	£622.00	£730.00			
Re	EH 30 Mandatory HMO Licensing	Environmental Health	New Licence fee up to 5 units of accommodation (on-line application - when available) for 5 years	Per HMO (F1+F2)	£1,182.00	£1,247.00	£65.00	5.50%	Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£546.00	£576.00			
				Fee 2	£636.00	£671.00			
Re	EH 31 Mandatory HMO Licensing	Environmental Health	Assisted New Licence fee up to 5 units of accommodation (online application- when available) for 5 years	Per HMO (F1+F2)	£1,282.00	£1,330.00	£48.00	3.74%	Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£646.00	£675.00			
				Fee 2	£636.00	£655.00			
Re	EH 32 Mandatory HMO Licensing	Environmental Health	New HMO Licensing Fee for a 1 year licence (paper application)	Per HMO (F1+F2)	£783.00	£834.00	£51.00	6.51%	Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£580.00	£625.00			
				Fee 2	£203.00	£209.00			
Re	EH 33 Mandatory HMO Licensing	Environmental Health	New HMO Licensing Assisted fee for a 1 year licence (paper application)	Per HMO (F1+F2)	£895.00	£969.00	£74.00	8.27%	Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£692.00	£760.00			
				Fee 2	£203.00	£209.00			

Re	EH 34 Mandatory HMO Licensing	Environmental Health	New HMO Licensing Fee for a 1 year licence (on line application)	Per HMO (F1+F2)	£749.00	£772.00	£23.00	3.07%		Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£546.00	£563.00				
				Fee 2	£203.00	£209.00				
Re	EH 35 Mandatory HMO Licensing	Environmental Health	New HMO Licensing Assisted fee for a 1 year licence (on line application)	Per HMO (F1+F2)	£849.00	£890.00	£41.00	4.83%		Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£646.00	£681.00				
				Fee 2	£203.00	£209.00				
Re	EH 36 Mandatory HMO Licensing	Environmental Health	Discount for accredited landlords	Per HMO	10.00%	10.00%	£0.00	0.00%		
Re	EH 37 Mandatory HMO Licensing	Environmental Health	Discount for registered charities	Per HMO	10.00%	10.00%	£0.00	0.00%		
Re	EH 38 Mandatory HMO Licensing	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,028.00	£1,220.00	£192.00	18.68%		
				Fee 1	£406.00	£474.00				
				Fee 2	£622.00	£746.00				
Re	EH 39 Mandatory HMO Licensing	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,066.00	£1,266.00	£200.00	18.76%		
				Fee 1	£444.00	£520.00				
				Fee 2	£622.00	£746.00				
Re	EH 40 Mandatory HMO Licensing	Environmental Health	Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO (F1+F2)	£1,007.00	£1,098.00	£91.00	9.04%		
				Fee 1	£371.00	£427.00				
				Fee 2	£636.00	£671.00				
Re	EH 41 Mandatory HMO Licensing	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO (F1+F2)	£1,045.00	£1,140.00	£95.00	9.09%		
				Fee 1	£409.00	£467.00				
				Fee 2	£636.00	£673.00				
Re	EH 42 Mandatory HMO Licensing	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO (F1+F2)	£609.00	£802.00	£193.00	31.69%		
				Fee 1	£406.00	£475.00				
				Fee 2	£203.00	£327.00				
Re	EH 43 Mandatory HMO Licensing	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO (F1+F2)	£647.00	£850.00	£203.00	31.38%		
				Fee 1	£444.00	£520.00				
				Fee 2	£203.00	£330.00				
Re	EH 44 Mandatory HMO Licensing	Environmental Health	HMO Licensing Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO (F1+F2)	£574.00	£637.00	£63.00	10.98%		
				Fee 1	£371.00	£428.00				
				Fee 2	£203.00	£209.00				
Re	EH 45 Mandatory HMO Licensing	Environmental Health	HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO (F1+F2)	£612.00	£676.00	£64.00	10.46%		
				Fee 1	£409.00	£467.00				
				Fee 2	£203.00	£209.00				
Re	EH 46 Mandatory HMO Licensing	Environmental Health	Fee associated with an abortive visit	Per HMO	£75.00	£77.50	£2.50	3.33%		
Re	EH 47 Mandatory HMO Licensing	Environmental Health	Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	£26.00	£26.50	£0.50	1.92%		
Re	EH 48 Mandatory HMO Licensing	Environmental Health	Licence holder changing nominated manager	Per request	£0.00	£0.00	£0.00	0.00%		
Re	EH 49 Mandatory HMO Licensing	Environmental Health	Change in Licence holder	Per request	£0.00	£0.00	£0.00	0.00%		
Re	EH 50 Mandatory HMO Licensing	Environmental Health	Recovery fee for dishonoured cheque	Each	£52.00	£53.90	£1.90	3.65%		
Re	EH 51 Mandatory HMO Licensing	Environmental Health	HMO Licensing pre inspection refund (to cover preliminary administration costs)	Each licence			£2.00	3.51%		
Re	EH 52 Mandatory HMO Licensing	Environmental Health	HMO Licensing post inspection, where no paperwork is drafted refund (to cover preliminary administration costs and inspecting officer costs)	Each licence			£282.00	3.68%		

Re	EH 53 Mandatory HMO Licensing	Environmental Health	HMO Licensing post inspection refund when the property is found not to be licensable (to cover preliminary administration costs and inspection)	Each licence	Fee 2 will not be charged. £164 will be retained of Fee 1 to cover the Council's administrative costs.	£170.00	£6.00	3.66%	
Re	EH 54 Mandatory HMO Licensing	Environmental Health	Refund clarification for revocations	Each licence	Where an HMO licence is revoked there is no refund		N/A	N/A	
Re	EH 55 Mandatory HMO Licensing	Environmental Health	HMO Licensing additional fee for failure to pay 2nd HMO licensing fee within 48 hours of request	Each licence	£15 on top of Fee 2	£15.50	£0.50	3.33%	
Food, Health & Safety									
Re	EH 56 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Per person	Per person	£72.73	£72.00	-£0.73	-1.00%	
Re	EH 57 Food Safety Courses	Food, Health and Safety	Level 3 Award in Food Safety - Supervising food safety in catering.	Per person	£355.00	£355.00	£0.00	0.00%	
Re	EH 58 Food Safety Courses	Food, Health and Safety	Level 3 Award in Food Safety - Supervising food safety in catering. - Block bookings by organisations	Per session	price on request	price on request	N/A	N/A	
Re	EH 59 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Council Services	Per person	£60.00	£62.00	£2.00	3.33%	
Re	EH 60 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - examination resit	Per person	£35.00	£35.00	£0.00	0.00%	
Re	EH 61 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Refresher - Per person	Per person	£55.00	£55.00	£0.00	0.00%	
Re	EH 62 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Group Courses - Block Bookings)	Per session	price on request	price on request	N/A	N/A	
Re	EH 63 Food Safety Courses	Food, Health and Safety	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)	Per person/session as applicable	30% of course fee	30% of course fee	N/A	N/A	
Re	EH 64 Food Safety Courses	Food, Health and Safety	Level 1 Award in Food Safety	Per person	£50.00	£50.00	£0.00	0.00%	
Re	EH 65 Food Safety Courses	Food, Health and Safety	Food Allergen training	Per person	£25.00	£25.00	£0.00	0.00%	
Re	EH 66 Food Safety Courses	Food, Health and Safety	Level 1 Award in Food Safety - block bookings	per course	price on request	price on request	N/A	N/A	
Re	EH 67 Food Safety Courses	Food, Health and Safety	Food Allergen training courses - block bookings	per course	price on request	price on request	N/A	N/A	
Re	EH 68 Health and Safety at Work Courses	Food, Health and Safety	Health & Safety at Work Courses	Per person	£72.00	£72.00	£0.00	0.00%	
Re	EH 69 Health and Safety at Work Courses	Food, Health and Safety	Health & Safety at Work Courses	Registered Charities	£72.00	£72.00	£0.00	0.00%	
Re	EH 70 Health and Safety at Work Courses	Food, Health and Safety	Health & Safety at Work Courses	Council Services	£60.00	£62.00	£2.00	3.33%	
Re	EH 71 Health and Safety at Work Courses	Food, Health and Safety	Level 2 Certificate in Health and Safety Group Courses - Block Bookings	Per session	price on request	price on request	N/A	N/A	
Re	EH 72 Health and Safety at Work Courses	Food, Health and Safety	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)	Per course	30% of course fee	30% of course fee	N/A	N/A	
Re	EH 73 Miscellaneous Food Business Charges	Food, Health and Safety	Safer Food Better Business (SFBB) Pack (Sent by post)	Each	£18.50	£18.50	£0.00	0.00%	
Re	EH 74 Miscellaneous Food Business Charges	Food, Health and Safety	Safer Food Better Business (SFBB) Pack (Collected)	Each	£15.00	£15.00	£0.00	0.00%	
Re	EH 75 Miscellaneous Food Business Charges	Food, Health and Safety	Safer Food Better Business diary	Each	£0.00	£10.00	£10.00	New Charge	0
Re	EH 76 Miscellaneous Food Business Charges	Food, Health and Safety	Requested Food Hygiene Rating Scheme Re-rating Inspection	Per inspection	£185.00	£240.00	£55.00	29.73%	increase in fee to ensure full cost recovery
Re	EH 77 Miscellaneous Food Business Charges	Food, Health and Safety	Unsound Food (Business and Commercial premises) - collection and disposal	Per seizure/voluntary surrender		Actual cost of disposal + 30% transport and admin fee		N/A	N/A
Re	EH 78 Miscellaneous Food Business Charges	Food, Health and Safety	Food Export Certificates	Per certificate		Actual cost of officer time at officer hourly rate (minimum 1 hour)		N/A	N/A
Re	EH 79 Miscellaneous Food Business Charges	Food, Health and Safety	Expenses arising from additional official controls	Hourly rate		Actual cost of officer time at officer hourly rate (minimum 1 hour)		N/A	N/A

Re	EH 80 Miscellaneous Food Business Charges	Food, Health and Safety	Sampling of Private Water Supplies (The Private Water Supplies (England) Regulations 2016)		Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	N/A	N/A	
Environmental Health Licensing Fees									
Re	EH 81 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	New	Each	£105 application fee £395 licence fee	£105 application fee £408 licence fee	£13.00	2.60%	
Re	EH 82 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	Renewal	Each	£105 application fee £385 licence fee	£105 application fee £399 licence fee	£14.00	2.86%	
Re	EH 83 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	Zoo (Zoo Licensing Act 1981)	Each	Costs incurred including administrative costs	Costs Occurred including administration costs	N/A	N/A	
Band A - Low risk and non-invasive treatments, including manicure, pedicure, ear and nose piercing using a single use piercing gun designed for the purpose, and sun beds									
Re	EH 84 Licence for Massage and Special Treatments (including cosmetic	piercing)	New licence	Each	£105 Application Fee £145 Licence fee	£157.5 Application £100 licence	£7.50	3.00%	
Re	EH 85 Licence for Massage and Special Treatments (including cosmetic	piercing)	Renewal licence	Each	£105 application fee £95 licence fee	£105 Application fee £100 licence	£5.00	2.50%	
Band B - medium risk non-invasive treatments including some beauty treatments and therapeutic treatments, head, neck and below the knee massage.									
Re	EH 86 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	New licence	Each	£105 application fee £230 licence fee	£245 Application fee £100 licence	£10.00	2.99%	
Re	EH 87 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	Renewal licence	Each	£105 application fee £180 licence fee	£105 Application fee £100 licence	£5.00	1.75%	
Band C - Higher risk or invasive treatments, including body massage (other than described in Band B), electrolysis, acupuncture, tattooing, saunas and laser/intense pulsed light treatments.									
Re	EH 88 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	New licence	Each	£105 application fee £340 licence fee	£355 application £100 licence fee	£10.00	2.25%	
Re	EH 89 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	Renewal licence	Each	£105 application fee £300 licence fee	£315 application £100 licence fee	£10.00	2.47%	
Re	EH 90 Transfer and Variation Fee	Environmental Health Licensing Fees	Band A	Each	£63.00	£65.00	£2.00	3.17%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)
Re	EH 91 Transfer and Variation Fee	Environmental Health Licensing Fees	Band B	Each	£80.00	£83.00	£3.00	3.75%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)
Re	EH 92 Transfer and Variation Fee	Environmental Health Licensing Fees	Band C	Each	£98.00	£101.00	£3.00	3.06%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)
Re	EH 93 Transfer and Variation Fee	Environmental Health Licensing Fees	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	£75.00	£77.50	£2.50	3.33%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)
Re	EH 94 Transfer and Variation Fee	Environmental Health Licensing Fees	Administration fee on all aborted licence applications	Each	12 percent of licence fee	£0.00	N/A	N/A	Delete
Re	EH 95 Primary Authority Services	Environmental Health Licensing Fees	Annual fee per subject area	Per annum	Up to £750 per area of regulation	Up to £750 each area of regulation	£0.00		Environmental Health & Trading Standards
Re	EH 96 Primary Authority Services	Environmental Health Licensing Fees	Primary authority work	Per hour	Up to £58 per hour	Up to £60 per hour	£2.00	3.45%	Environmental Health & Trading Standards

Re	EH 97 Special Treatment Licences	Environmental Health Licensing Fees	EH Special Treatment Licences - Sole trader based at home	each application	£10 discount on licence fee for all new and renewal applications	£10 discount on licence fee for all new and renewal applications	N/A	N/A	
Re	EH 98 Animal Welfare	Environmental Health Licensing Fees	Licence application fee under	per application	£125.00	£129.00	£4.00	3.20%	
Re	EH 99 Animal Welfare	Environmental Health Licensing Fees	inspections fee animal boarding	per inspection	£220.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 100 Animal Welfare	Environmental Health Licensing Fees	inspection fee home boarding	per inspection	£76.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 101 Animal Welfare	Environmental Health Licensing Fees	inspection fee breeding establishments	per inspection	£110.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 102 Animal Welfare	Environmental Health Licensing Fees		per inspection	£220.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 103 Animal Welfare	Environmental Health Licensing Fees	inspection fee performing animals	per inspection	£211.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 104 Animal Welfare	Environmental Health Licensing Fees		per inspection	£220.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 105 Animal Welfare	Environmental Health Licensing Fees	inspection fee riding establishments >30 horses	per inspection	£630.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 106 Animal Welfare	Environmental Health Licensing Fees	inspection fee riding establishments >15 & <30 horses	per inspection	£490.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 107 Animal Welfare	Environmental Health Licensing Fees	inspection fee riding establishments ,15 horses	per inspection	£315.00	As per City of London published fees and charges	N/A	N/A	
Re	EH 108 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - New Application	Each	Fee 1 £125 plus inspection fee 2 Annual fee £150	Fee 1 £125 plus inspection fee 2 Annual fee £155	£5.00	3.33%	
Re	EH 109 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Variation of Licence	Each Application	£125 plus inspection fee (if required)	£129 plus inspection fee (if required)	£4.00	3.20%	
Re	EH 110 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Transfer	Each Application	£125.00	£129.00	£4.00	3.20%	
Re	EH 111 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Change of details	Each Application	£20.00	£20.50	£0.50	2.50%	
Re	EH 112 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Duplicate Licence	Each Application	£20.00	£20.50	£0.50	2.50%	
Re	EH 113 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Request revisit	Each Application	£40 plus inspection fee	£41 plus inspection fee	£1.00	2.50%	
Re	EH 114 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Annual Fee	On Grant of application and annually on grant date	£150.00	£155.00	£5.00	3.33%	

Re	EH 115 Pest Control	Environmental Health Licensing Fees	Rats	Per treatment	£144.00	£149.00	£5.00	3.47%		
Re	EH 116 Pest Control	Environmental Health Licensing Fees	Mice	Per treatment	£144.00	£149.00	£5.00	3.47%		
Re	EH 117 Pest Control	Environmental Health Licensing Fees	Cockroaches	Per treatment	£144.00	£149.00	£5.00	3.47%		
Re	EH 118 Pest Control	Environmental Health Licensing Fees	Bed Bugs for a 2 bedroom property	Per treatment	£222.00	£230.00	£8.00	3.60%		
Re	EH 119 Pest Control	Environmental Health Licensing Fees	Bed Bugs (per additional bedroom)	Per treatment	£50.00	£50.00	£0.00	0.00%		
Re	EH 120 Pest Control	Environmental Health Licensing Fees	Fleas	Per treatment	£139.00	£144.00	£5.00	3.60%		
Re	EH 121 Pest Control	Environmental Health Licensing Fees	Exotic Ants	Per treatment	£185.00	£192.00	£7.00	3.78%		
Re	EH 122 Pest Control	Environmental Health Licensing Fees	Wasps	Per treatment	£68.00	£70.00	£2.00	2.94%		
Re	EH 123 Pest Control	Environmental Health Licensing Fees	Domestic crawling insects (Carpet beetles, larder beetles, etc.)	Per treatment	£139.00	£144.00	£5.00	3.60%		
Re	EH 124 Pest Control	Environmental Health Licensing Fees	Garden Ants	Per treatment	£139.00	£144.00	£5.00	3.60%		
Re	EH 125 Pest Control	Environmental Health Licensing Fees	Squirrels	Per Treatment	£269.00	£279.00	£10.00	3.72%		
Re	EH 126 Pest Control	Environmental Health Licensing Fees	Site pest assessment (where treatment not requested)	Per visit	£25.00	£25.00	£0.00	0.00%		
Re	EH 127 Pest Control	Environmental Health Licensing Fees	Call out fee for advice (refundable against the full cost of treatment)	Per visit	£30.00	£30.00	£0.00	0.00%		
Re	EH 128 Pest Control	Environmental Health Licensing Fees	Discount for Barnet residents (homeowners) receiving Means Tested Benefits	Per treatment	35% off list price	35% off list price	N/A	0.00%	Only applies to pests of public health significance - rats, mice, fleas, wasps, bed bugs, pharaoh ants and cockroaches.	
Re	EH 129 Pest Control	Environmental Health Licensing Fees	Commercial Premises and monitoring contracts	Per annual contract	Price on application	Price on application	N/A	0.00%	Price dependent on customers' needs, cost of time and materials and Re business case.	
Re	EH 130 Pest Control	Environmental Health Licensing Fees	Discounted charges on any pest control treatment when booked concurrently for more than one premises	Per block treatment	Price on application (based on reduction by callout fee of £25 per property, after initial treatment)	Price on application	N/A	0.00%	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, e.g. travel time.	
Pollution Prevention and Control Act 1999										
Re	EH 131 Environmental Permit	Pollution Prevention and Control Act 1999	Application Standard	each	£1,650.00	£1,650.00	£0.00	0.00%		

Re	EH 132 Environmental Permit	Pollution Prevention and Control Act 1999	Application Reduced fee	each	£155.00	£155.00	£0.00	0.00%	
Re	EH 133 Environmental Permit	Pollution Prevention and Control Act 1999	Application Petrol vapour I&II	each	£257.00	£257.00	£0.00	0.00%	
Re	EH 134 Environmental Permit	Pollution Prevention and Control Act 1999	Application Vehicle refinishers	each	£362.00	£362.00	£0.00	0.00%	
Re	EH 135 Environmental Permit	Pollution Prevention and Control Act 1999	Application Mobile screening and crushing plant for 1st and 2nd permits	1st & 2nd applications	£1,650 (985 3rd to 7th, 485 subsequent applications)	£1,650 (985 3rd to 7th, 485 subsequent applications)	£0.00	0.00%	
Re	EH 136 Environmental Permit	Pollution Prevention and Control Act 1999	Fee operating without a permit	each	£1,188.00	£1,188.00	£0.00	0.00%	
Re	EH 137 Environmental Permit	Pollution Prevention and Control Act 1999	Late payment fee	each	£52.00	£52.00	£0.00	0.00%	
Re	EH 138 Environmental Permit	Pollution Prevention and Control Act 1999	Annual subsistence charge	Annual	Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747	£0.00	0.00%	
Re	EH 139 Environmental Permit	Pollution Prevention and Control Act 1999	Standard	each	Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747	£0.00	0.00%	
Re	EH 140 Environmental Permit	Pollution Prevention and Control Act 1999	Reduced fee	each	Low = £79 / Medium = £158 / High = £237	Low = £79 / Medium = £158 / High = £237	£0.00	0.00%	
Re	EH 141 Environmental Permit	Pollution Prevention and Control Act 1999	Petrol vapour I&II	each	Low = £113 / Medium = £226 / High = £341	Low = £113 / Medium = £226 / High = £341	£0.00	0.00%	
Re	EH 142 Environmental Permit	Pollution Prevention and Control Act 1999	Vehicle refinishers	each	Low = £228 / Medium = £365 / High = £548	Low = £228 / Medium = £365 / High = £548	£0.00	0.00%	
Re	EH 143 Environmental Permit	Pollution Prevention and Control Act 1999	Mobile screening and crushing plant for 1st and 2nd permits	each	Low = £626 / Medium = £1034 / High = £1,551	Low = £626 / Medium = £1034 / High = £1,551	£0.00	0.00%	
Re	EH 144 Environmental Permit	Pollution Prevention and Control Act 1999	Standard Transfer and substantial change	each	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050	£0.00	0.00%	
Re	EH 145 Environmental Permit	Pollution Prevention and Control Act 1999	Reduced fee Transfer and substantial change	each	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112	£0.00	0.00%	
Re	EH 146 Environmental Permit	Pollution Prevention and Control Act 1999	Adopt a tube scheme p/a		£135.00	£139.00	£4.00	2.96%	
Re	EH 147 General Consultancy Fees	Pollution Prevention and Control Act 1999	Specialist Environmental Health Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120	£0.00	0.00%	
Re	EH 148 General Consultancy Fees	Pollution Prevention and Control Act 1999	Specialist Environmental Health Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £600 plus expenses	£0.00	0.00%	
Charges made for the seizure, removal and detention of equipment.									
Re	EH 149 Noise Act 1996	Pollution Prevention and Control Act 1999	Seizure, removal and storage of seized equipment		£169.95	£173.00	£3.05	1.79%	
Re	EH 150 Contaminated Land Enquiries	Pollution Prevention and Control Act 1999	Basic Enquiry	Each	£50.40	£52.00	£1.60	3.17%	
Re	EH 151 Contaminated Land Enquiries	Pollution Prevention and Control Act 1999	Enquiry including historical data multiple addresses	Each	£113.52	£117.00	£3.48	3.07%	
Home Improvement Agency									

Re	EH 152 Home Improvement Agency	Care and Repair	Full Home Improvement Agency service	Each	Up to 17.5% of the cost of the building works, or up to 15% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £160	Fees based on sliding percentage rate of cost of works (excluding extended warranties), with splits at: less than £10k - 20% less than £15k - 19% less than £20k - 17% less than £75k - 15% more than £75k - 12.5% Minimum fee £250 (ex VAT)	£90.00	56.25%	Full service would include obtaining planning permission, building control approval, seeking tenders for work, design of the scheme and supervision of the building work	Cost recovery (aim to provide services in order to assist vulnerable adults) To be provided by Re New fee structure not just adjustment of min fee
Re	EH 153 Home Improvement Agency	Care and Repair	Assisted grant process	Each	Up to 12.5% of the cost of the building work. Minimum fee £162.90	Fees based on sliding percentage rate of cost of works (excluding extended warranties), with splits at: less than £10k - 15% less than £15k - 14% less than £20k - 12% more than £20k - 10% Minimum fee £250 (ex VAT)	£87.50	53.85%	Assisted grant process would include obtaining estimates for work, arranging for contractors to complete the work, inspection of work on completion, snagging if necessary	Cost recovery (aim to provide services in order to assist vulnerable adults) To be provided by Re New fee structure not just adjustment of min fee
Online Training										
Re	EH 154 Online Training	Environmental Health	Food Safety Level 1	Each	£0.00	£20.00	£20.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 155 Online Training	Environmental Health	Food Safety Level 2	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 156 Online Training	Environmental Health	Food Safety Level 3	Each	£0.00	£175.00	£175.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 157 Online Training	Environmental Health	Food Safety Level 2 Manufacturing	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 158 Online Training	Environmental Health	Introduction to Allergens	Each	£0.00	£20.00	£20.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 159 Online Training	Environmental Health	Health and Safety Level 1	Each	£0.00	£20.00	£20.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 160 Online Training	Environmental Health	Health and Safety Level 2	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 161 Online Training	Environmental Health	Health and Safety Level 3	Each	£0.00	£175.00	£175.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB

Re	EH 162 Online Training	Environmental Health	Manual Handling	Each	£0.00	£20.00	£20.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 163 Online Training	Environmental Health	Level 2 Award for Personal Licence Holders	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 164 Online Training	Environmental Health	Level 2 Fire Safety	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 165 Online Training	Environmental Health	Level 2 Customer Service	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 166 Online Training	Environmental Health	Level 2 Understanding Stewarding at Spectator Events	Each	£0.00	£95.00	£95.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 167 Online Training	Environmental Health	Level 2 Spectator Safety	Each	£0.00	£115.00	£115.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 168 Online Training	Environmental Health	Level 2 Warehousing and Storage	Each	£0.00	£80.00	£80.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 169 Online Training	Environmental Health	Care Certificate	Each	£0.00	£35.00	£35.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 170 Online Training	Environmental Health	Emergency First Aid at Work	Each	£0.00	£10.00	£10.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 171 Online Training	Environmental Health	First Aid at Work	Each	£0.00	£15.00	£15.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 172 Online Training	Environmental Health	An Introduction to Fire Safety in the Workplace	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 173 Online Training	Environmental Health	Communication	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 174 Online Training	Environmental Health	Equality and Diversity	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 175 Online Training	Environmental Health	Managing Conflict	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB

Re	EH 176 Online Training	Environmental Health	Self-Awareness and Personal Development	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 177 Online Training	Environmental Health	Teamworking	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 178 Online Training	Environmental Health	Environmental awareness	Each	£0.00	£25.00	£25.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 179 Online Training	Environmental Health	GDPR	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 180 Online Training	Environmental Health	Fraud and Fraud Awareness	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 181 Online Training	Environmental Health	An Introduction to the Bribery Act	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 182 Online Training	Environmental Health	Stress management	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 183 Online Training	Environmental Health	Money Laundering	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 184 Online Training	Environmental Health	Safe use and control of Anaphylaxis and Autoinjectors	Each	£0.00	£5.00	£5.00	New Charge	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 185 Online Training	Environmental Health	Display screen equipment (DSE)	Each	£0.00	£5.00	£5.00	New Charge	New
Cemetery and Crematorium									
A. Grave purchase for LBB Residents:									
Re	C&C 1 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") - grave pre-purchase only - LBB Residents	Each	£7,273.00	£7,540.00	£267.00	3.67%	
Re	C&C 2 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - LBB Residents	Each	£5,195.00	£5,390.00	£195.00	3.75%	
Re	C&C 3 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - LBB Residents	Each	£3,635.00	£3,770.00	£135.00	3.71%	
Re	C&C 4 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' grave (6'6" x 2' 6") for immediate use - LBB Residents	Each	£2,595.00	£2,690.00	£95.00	3.66%	
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&C 5 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	£3,635.00	£3,770.00	£135.00	3.71%	
Re	C&C 6 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	£2,595.00	£2,690.00	£95.00	3.66%	
Re	C&C 7 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	£1,800.00	£1,865.00	£65.00	3.61%	
Re	C&C 8 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	£1,280.00	£1,320.00	£40.00	3.13%	
B. Grave purchase for Non-LBB Residents:									
Re	C&C 9 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") grave pre-purchase only - Non LBB Residents	Each	£15,685.00	£16,250.00	£565.00	3.60%	
Re	C&C 10 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - Non LBB Residents	Each	£9,800.00	£10,150.00	£350.00	3.57%	

Re	C&C 11 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - Non LBB Residents	Each	£8,300.00	£8,600.00	£300.00	3.61%	
Re	C&C 12 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") for immediate use - Non LBB Residents	Each	£5,245.00	£5,440.00	£195.00	3.72%	
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&C 13 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	£7,165.00	£7,430.00	£265.00	3.70%	
Re	C&C 14 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (3'6" x 3' 6") half grave for immediate use - Non LBB Residents	Each	£4,450.00	£4,600.00	£150.00	3.37%	
Re	C&C 15 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - Non LBB Residents	Each	£3,480.00	£3,610.00	£130.00	3.74%	
Re	C&C 16 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") half grave for immediate use - Non LBB Residents	Each	£2,175.00	£2,250.00	£75.00	3.45%	
C. Mausoleums (Single price for LBB residents and non-residents)									
Re	C&C 17 Cemetery and Crematorium	Cemetery and Crematorium	Mausoleum pre-purchase	Each	£22,750.00	£22,750.00	£0.00	0.00%	
Re	C&C 18 Cemetery and Crematorium	Cemetery and Crematorium	Mausoleum space for immediate use	Each	£16,500.00	£16,500.00	£0.00	0.00%	
Re	C&C 19 Cemetery and Crematorium	Cemetery and Crematorium	Construction of Mausoleum	Each	£13,295.00	£13,300.00	£5.00	0.04%	
Re	C&C 20 Cemetery and Crematorium	Cemetery and Crematorium	Community Mausoleum	Each	£10,000.00	£10,000.00	£0.00	0.00%	
D. Burial Vaults									
Re	C&C 21 Cemetery and Crematorium	Cemetery and Crematorium	Burial Vault (Resident)	Each	£12,000.00	£12,000.00	£0.00	0.00%	
Re	C&C 22 Cemetery and Crematorium	Cemetery and Crematorium	Burial Vault (Non resident)	Each	£18,000.00	£18,000.00	£0.00	0.00%	
E. Interments (Single price for LBB Residents and non-Residents)									
Re	C&C 23 Cemetery and Crematorium	Cemetery and Crematorium	Interment - Persons over 16 years of age (single depth)	Each	£880.00	£900.00	£20.00	2.27%	All classes of private interments
Re	C&C 24 Cemetery and Crematorium	Cemetery and Crematorium	Interment - pre-dug grave	Each	£649.00	£670.00	£21.00	3.24%	All classes of private interments
Re	C&C 25 Cemetery and Crematorium	Cemetery and Crematorium	Interment - Children under 16 years of age including those still born (single depth)	Each	£490.00	£500.00	£10.00	2.04%	All classes of private interments
Re	C&C 26 Cemetery and Crematorium	Cemetery and Crematorium	Interment - Additional charge for each additional coffin depth (up to maximum of 4)	Each	£250.00	£255.00	£5.00	2.00%	All classes of private interments
Re	C&C 27 Cemetery and Crematorium	Cemetery and Crematorium	Burial of Ashes into a private grave at minimum depth without movement of memorial/landing (see separate charge for removal of memorial)	Each	£462.00	£475.00	£13.00	2.81%	All classes of private interments
Re	C&C 28 Cemetery and Crematorium	Cemetery and Crematorium	Public interment - Persons over 16 years of age	Each	£535.00	£555.00	£20.00	3.74%	
Re	C&C 29 Cemetery and Crematorium	Cemetery and Crematorium	Public interment - Children under 16 years of age	Each	£175.00	£180.00	£5.00	2.86%	
Re	C&C 30 Cemetery and Crematorium	Cemetery and Crematorium	Public interment - Stillborn children	Each	£115.00	£115.00	£0.00	0.00%	
F. General Burial Fees									
Re	C&C 31 Cemetery and Crematorium	Cemetery and Crematorium	Exhumation of Deceased	Each	£1,410.00	£1,460.00	£50.00	3.55%	
Re	C&C 32 Cemetery and Crematorium	Cemetery and Crematorium	Removal and/or replacing of memorials (all parts of the cemetery) kerbs and landing unto 4ft 6	Each	£290.00	£300.00	£10.00	3.45%	
Re	C&C 33 Cemetery and Crematorium	Cemetery and Crematorium	Removal and/or replacing of memorials (all parts of the cemetery) over 4ft 6	Each	Price on application	Price on application	N/A	N/A	Dependant of fee charged by specialist stonemason with lifting equipment
Re	C&C 34 Cemetery and Crematorium	Cemetery and Crematorium	Additional charge for a Weekend or Bank Holiday Burial.	Each	£249.00	£255.00	£6.00	2.41%	
Re	C&C 35 Cemetery and Crematorium	Cemetery and Crematorium	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	£129.50	£134.00	£4.50	3.47%	
Re	C&C 36 Cemetery and Crematorium	Cemetery and Crematorium	Shroud Burials	Each	£215.00	£220.00	£5.00	2.33%	
Re	C&C 37 Cemetery and Crematorium	Cemetery and Crematorium	Casket Burial	Each	£300.00	£310.00	£10.00	3.33%	
Re	C&C 38 Cemetery and Crematorium	Cemetery and Crematorium	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	£24.90	£25.00	£0.10	0.40%	
Re	C&C 39 Cemetery and Crematorium	Cemetery and Crematorium	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	£95.00	£98.00	£3.00	3.16%	
Re	C&C 40 Cemetery and Crematorium	Cemetery and Crematorium	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	£48.00	£49.00	£1.00	2.08%	

Re	C&C 41 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	£170.00	£175.00	£5.00	2.94%	
Re	C&C 42 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	£140.00	£145.00	£5.00	3.57%	
Re	C&C 43 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	£93.00	£96.00	£3.00	3.23%	
Re	C&C 44 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	£82.00	£85.00	£3.00	3.66%	
Re	C&C 45 Cemetery and Crematorium	Cemetery and Crematorium	Washing of Half size Kerb and Landing and Headstone only	Each	£65.00	£67.00	£2.00	3.08%	
Re	C&C 46 Cemetery and Crematorium	Cemetery and Crematorium	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	£109.00	£112.00	£3.00	2.75%	
Re	C&C 47 Cemetery and Crematorium	Cemetery and Crematorium	Raise and Level of Headstone and Half Size kerb and Landing	Each	£80.00	£82.00	£2.00	2.50%	
Re	C&C 48 Cemetery and Crematorium	Cemetery and Crematorium	Raise and Level of Headstone and Full size Kerb and Landing	Each	£109.00	£112.00	£3.00	2.75%	
Re	C&C 49 Cemetery and Crematorium	Cemetery and Crematorium	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	£1,375.00	£1,420.00	£45.00	3.27%	
G. Permits									
Permit for erecting new monuments, memorials, grave stones and tablets for the right to erect or place on private graves (including first inscription)									
Re	C&C 50 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Headstone with kerbs	Each	£320.00	£330.00	£10.00	3.13%	
Re	C&C 51 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Headstone only	Each	£249.00	£255.00	£6.00	2.41%	
Re	C&C 52 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Conversion of existing Headstone to include kerbs	Each	£105.00	£108.00	£3.00	2.86%	
Re	C&C 53 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Memorial in the form of a vase, tablet, seat or bench or wooden cross etc.	Each	£85.00	£88.00	£3.00	3.53%	
Re	C&C 54 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Renovation or additional inscription	Each	£105.00	£108.00	£3.00	2.86%	
Re	C&C 55 Cemetery and Crematorium	Cemetery and Crematorium	Retrospective permit application	Each	2 x permit normal fee	2 x permit normal fee	£0.00	0.00%	
H. Annual Planting etc. and General Attention of Private Graves (per single grave space)									
Re	C&C 56 Cemetery and Crematorium	Cemetery and Crematorium	Planting Evergreen shrubs only	Each	£210.00	£215.00	£5.00	2.38%	
Re	C&C 57 Cemetery and Crematorium	Cemetery and Crematorium	Turfing only	Each	£150.00	£155.00	£5.00	3.33%	
Re	C&C 58 Cemetery and Crematorium	Cemetery and Crematorium	Planting - Seasonal Bedding	Each	£310.00	£320.00	£10.00	3.23%	
Re	C&C 59 Cemetery and Crematorium	Cemetery and Crematorium	Turfing or Moulding (No maintenance)	Each	£85.00	£88.00	£3.00	3.53%	
Re	C&C 60 Cemetery and Crematorium	Cemetery and Crematorium	Provision of a wooden cross including brass plaque	Each	£165.00	£170.00	£5.00	3.03%	
Re	C&C 61 Cemetery and Crematorium	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of headstone.	Each	£355.00	£365.00	£10.00	2.82%	
Re	C&C 62 Cemetery and Crematorium	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of full size kerb and landing.	Each	£395.00	£410.00	£15.00	3.80%	
I. Transfer of Grave Ownership									
Re	C&C 63 Cemetery and Crematorium	Cemetery and Crematorium	Transfer by Probate, Letters of Administration, or Private Statutory Declaration	Each	£75.85	£78.00	£2.15	2.83%	
Re	C&C 64 Cemetery and Crematorium	Cemetery and Crematorium	Transfer by Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£124.50	£129.00	£4.50	3.61%	
Re	C&C 65 Cemetery and Crematorium	Cemetery and Crematorium	Transfer by combination of Probate, Letters of Administration, or Private Statutory Declaration and Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£185.00	£190.00	£5.00	2.70%	
Re	C&C 66 Cemetery and Crematorium	Cemetery and Crematorium	Duplicate of Deed of Ownership	Each	£25.90	£26.00	£0.10	0.39%	
Re	C&C 67 Cemetery and Crematorium	Cemetery and Crematorium	Duplicate of Cremation Certificate	Each	£15.00	£15.00	£0.00	0.00%	

J. Cremation Fees									
Re	C&C 68 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors Not holding an account)	Each	£700.00	£725.00	£25.00	3.57%	
Re	C&C 69 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	Each	£810.00	£840.00	£30.00	3.70%	
Re	C&C 70 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors holding an account)	Each	£630.00	£650.00	£20.00	3.17%	
Re	C&C 71 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays (Funeral Directors holding an account)	Each	£740.00	£765.00	£25.00	3.38%	
Re	C&C 72 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	Each	£1,329.00	£1,370.00	£41.00	3.09%	
Re	C&C 73 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekday between 09:00-09:45	Each	£375.00	£385.00	£10.00	2.67%	
Re	C&C 74 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Children over 1 month to under 16 years of age	Each	£57.00	£58.00	£1.00	1.75%	
Re	C&C 75 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Children still born - 1 month	Each	no charge	no charge	N/A	N/A	
Re	C&C 76 Cemetery and Crematorium	Cemetery and Crematorium	Public Health Cremations	Each	£215.00	£220.00	£5.00	2.33%	
K. Memorials - memorial gardens									
Re	C&C 77 Cemetery and Crematorium	Cemetery and Crematorium	Standard Rose Bush 3 yr. lease	Each	£240.00	£240.00	£0.00	0.00%	
Re	C&C 78 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Rose Bush and Plaque 3 yr. lease	each	£185.00	£185.00	£0.00	0.00%	
Re	C&C 79 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Rose Bush renewable 3 yr. lease	each	£310.00	£310.00	£0.00	0.00%	
Re	C&C 80 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Rose Standard and Plaque 3 yr. lease	each	£375.00	£375.00	£0.00	0.00%	
Re	C&C 81 Cemetery and Crematorium	Cemetery and Crematorium	Rose Plaque	each	£140.00	£140.00	£0.00	0.00%	
Re	C&C 82 Cemetery and Crematorium	Cemetery and Crematorium	Columbarium Niche (10 year lease)	Each	£1,700.00	£1,700.00	£0.00	0.00%	
Re	C&C 83 Cemetery and Crematorium	Cemetery and Crematorium	Placing additional urn in same niche	Each	£168.00	£168.00	£0.00	0.00%	
Re	C&C 84 Cemetery and Crematorium	Cemetery and Crematorium	Lily Pond tablet (10 year lease)	Each	£650.00	£650.00	£0.00	0.00%	
Re	C&C 85 Cemetery and Crematorium	Cemetery and Crematorium	Cleaning of Lily Pond tablet	Each	£65.00	£65.00	£0.00	0.00%	
Re	C&C 86 Cemetery and Crematorium	Cemetery and Crematorium	Leather Panel Scheme (10 year lease, Max 60 letters)	Each	£180.00	£180.00	£0.00	0.00%	
Re	C&C 87 Cemetery and Crematorium	Cemetery and Crematorium	Wall tablet in Book of Remembrance Hall (10 Yr lease)	Each	£1,060.00	£1,060.00	£0.00	0.00%	
Re	C&C 88 Cemetery and Crematorium	Cemetery and Crematorium	Old Memorial - Inscriptions	Each	£3.80	£3.80	£0.00	0.00%	
Re	C&C 89 Cemetery and Crematorium	Cemetery and Crematorium	Entry in Book of Remembrance consisting of 2 lines	Each	£165.00	£165.00	£0.00	0.00%	
Re	C&C 90 Cemetery and Crematorium	Cemetery and Crematorium	Entry in Book of Remembrance consisting of 5 lines	Each	£235.00	£235.00	£0.00	0.00%	
Re	C&C 91 Cemetery and Crematorium	Cemetery and Crematorium	Copy of Book of Remembrance - 2 lines	Each	£78.00	£78.00	£0.00	0.00%	
Re	C&C 92 Cemetery and Crematorium	Cemetery and Crematorium	Book of Remembrance copy 5 lines	Each	£128.00	£128.00	£0.00	0.00%	
Re	C&C 93 Cemetery and Crematorium	Cemetery and Crematorium	Armorial bearing or badges (these may be engrossed in the Book of Remembrance only if accompanied by an inscription of at least 5 lines)	Each	£320.00	£320.00	£0.00	0.00%	
Re	C&C 94 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Jewellery	Each	£43.00	£43.00	£0.00	0.00%	
L. Urns and Caskets									
M. Ashes strewing and storage									
Re	C&C 95 Cemetery and Crematorium	Cemetery and Crematorium	Strewing of Ashes when returned to Hendon after 12 month of cremation	Each	£115.00	£119.00	£4.00	3.48%	
Re	C&C 96 Cemetery and Crematorium	Cemetery and Crematorium	Strewing of Ashes when cremated elsewhere	Each	£150.00	£155.00	£5.00	3.33%	
Re	C&C 97 Cemetery and Crematorium	Cemetery and Crematorium	Long-term storage of Ashes per month	Each	£26.00	£26.50	£0.50	1.92%	
Re	C&C 98 Cemetery and Crematorium	Cemetery and Crematorium	Long-term storage of Ashes per year	Each	£255.00	£260.00	£5.00	1.96%	

N. Chapel Hire and Organist Fees									
Re	C&C 99 Cemetery and Crematorium	Cemetery and Crematorium	Fee for Organ Music and Services of Organist	Each	£62.00	£64.00	£2.00	3.23%	
Re	C&C 100 Cemetery and Crematorium	Cemetery and Crematorium	Use of Chapel for additional ½ hour Service	Each	£118.00	£120.00	£2.00	1.69%	
Re	C&C 101 Cemetery and Crematorium	Cemetery and Crematorium	Use of Chapel plus Organist for additional ½ hour Service	Each	£180.00	£185.00	£5.00	2.78%	
O. Web access to services									
Re	C&C 102 Cemetery and Crematorium	Cemetery and Crematorium	Live video streaming of funeral services and provision of DVD	Each	£250.00	£250.00	£0.00	0.00%	
P. Anniversary Services									
Re	C&C 103 Cemetery and Crematorium	Cemetery and Crematorium	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)	Each	£100.00	£100.00	£0.00	0.00%	
Q. Memorial Bird Boxes									
Re	C&C 104 Cemetery and Crematorium	Cemetery and Crematorium	Bird	Each	£15.00	£15.00	£0.00	0.00%	
Re	C&C 105 Cemetery and Crematorium	Cemetery and Crematorium	Bat	Each	£35.00	£35.00	£0.00	0.00%	
Re	C&C 106 Cemetery and Crematorium	Cemetery and Crematorium	Owl	Each	£60.00	£60.00	£0.00	0.00%	
Re	C&C 107 Cemetery and Crematorium	Cemetery and Crematorium	Tawny Owl	Each	£120.00	£120.00	£0.00	0.00%	
Re	C&C 108 Cemetery and Crematorium	Cemetery and Crematorium	Bird (with memorial plaque)	Each	£25.00	£25.00	£0.00	0.00%	
Re	C&C 109 Cemetery and Crematorium	Cemetery and Crematorium	Bat (with memorial plaque)	Each	£45.00	£45.00	£0.00	0.00%	
Re	C&C 110 Cemetery and Crematorium	Cemetery and Crematorium	Owl (with memorial plaque)	Each	£70.00	£70.00	£0.00	0.00%	
Re	C&C 111 Cemetery and Crematorium	Cemetery and Crematorium	Tawny Owl (with memorial plaque)	Each	£130.00	£130.00	£0.00	0.00%	
R. New Memorials									
Re	C&C 112 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (plus annual fee) (includes 1st standard inscription)	Each	£660.00	£0.00	-£660.00	-100.00%	Delete
Re	C&C 113 Cemetery and Crematorium	Cemetery and Crematorium	Annual fee (direct debit only)	Each	£66.00	£0.00	-£66.00	-100.00%	Delete
Re	C&C 114 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (5 year lease) (includes 1st standard inscription)	Each	£833.00	£833.00	£0.00	0.00%	
Re	C&C 115 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (10 year lease) (includes 1st standard inscription)	Each	£1,080.00	£1,080.00	£0.00	0.00%	
Re	C&C 116 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (15 year lease) (includes 1st standard inscription)	Each	£1,250.00	£1,250.00	£0.00	0.00%	
Re	C&C 117 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (20 year lease) (includes 1st standard inscription)	Each	£1,500.00	£1,500.00	£0.00	0.00%	
Re	C&C 118 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (30 year lease) (includes 1st standard inscription)	Each	£2,000.00	£2,000.00	£0.00	0.00%	
Re	C&C 119 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (50 year lease) (includes 1st standard inscription)	Each	£2,916.00	£2,916.00	£0.00	0.00%	
Re	C&C 120 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (75 year lease) (includes 1st standard inscription)	Each	£0.00	£5,000.00	£5,000.00	New Charge	New
Re	C&C 121 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£150.00	£150.00	£0.00	0.00%	
Re	C&C 122 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.80	£0.45	19.15%	
Re	C&C 123 Cemetery and Crematorium	Cemetery and Crematorium	Additional ashes interment	Each	£250.00	£250.00	£0.00	0.00%	
Re	C&C 124 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (plus annual fee) (includes 1st standard inscription)	Each	£660.00	£0.00	-£660.00	-100.00%	Delete
Re	C&C 125 Cemetery and Crematorium	Cemetery and Crematorium	Annual fee (direct debit only)	Each	£66.00	£0.00	-£66.00	-100.00%	Delete
Re	C&C 126 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (5 year lease) (includes 1st standard inscription)	Each	£833.00	£833.00	£0.00	0.00%	

Re	C&C 127 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (10 year lease) (includes 1st standard inscription)	Each	£1,080.00	£1,080.00	£0.00	0.00%		
Re	C&C 128 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (15 year lease) (includes 1st standard inscription)	Each	£1,250.00	£1,250.00	£0.00	0.00%		
Re	C&C 129 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (20 year lease) (includes 1st standard inscription)	Each	£1,500.00	£1,500.00	£0.00	0.00%		
Re	C&C 130 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (30 year lease) (includes 1st standard inscription)	Each	£2,000.00	£2,000.00	£0.00	0.00%		
Re	C&C 131 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (50 year lease) (includes 1st standard inscription)	Each	£2,916.00	£2,916.00	£0.00	0.00%		
Re	C&C 132 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (75 year lease) (includes 1st standard inscription)	Each	£0.00	£5,000.00	£5,000.00	New Charge	New charge	
Re	C&C 133 Cemetery and Crematorium	Cemetery and Crematorium	Flower posey Holder	Each	£62.50	£62.50	£0.00	0.00%		
Re	C&C 134 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£150.00	£150.00	£0.00	0.00%		
Re	C&C 135 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.35	£0.00	0.00%		
Re	C&C 136 Cemetery and Crematorium	Cemetery and Crematorium	Additional ashes interment	Each	£250.00	£250.00	£0.00	0.00%		
Re	C&C 137 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (10 Year lease) (includes 1 standard inscription)	Each	£375.00	£375.00	£0.00	0.00%		
Re	C&C 138 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (15 Year lease) (includes 1 standard inscription)	Each	£0.00	£520.00	£520.00	New Charge	New Fee for additional lease length	
Re	C&C 139 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (20 Year lease) (includes 1 standard inscription)	Each	£0.00	£625.00	£625.00	New Charge	New Fee for additional lease length	
Re	C&C 140 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (30 Year lease) (includes 1 standard inscription)	Each	£0.00	£830.00	£830.00	New Charge	New Fee for additional lease length	
Re	C&C 141 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (50 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,210.00	£1,210.00	New Charge	New Fee for additional lease length	
Re	C&C 142 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (75 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,730.00	£1,730.00	New Charge	New Fee for additional lease length	
Re	C&C 143 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£75.00	£150.00	£75.00	100.00%		
Re	C&C 144 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.80	£0.45	19.15%		
Re	C&C 145 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbian plaque (10 Year lease) (includes 1 standard inscription)	Each	£375.00	£375.00	£0.00	0.00%		
Re	C&C 146 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbian plaque (15 Year lease) (includes 1 standard inscription)	Each	£0.00	£465.00	£465.00	New Charge	New Fee for additional lease length	
Re	C&C 147 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbian plaque (20 Year lease) (includes 1 standard inscription)	Each	£0.00	£555.00	£555.00	New Charge	New Fee for additional lease length	
Re	C&C 148 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbian plaque (30 Year lease) (includes 1 standard inscription)	Each	£0.00	£740.00	£740.00	New Charge	New Fee for additional lease length	
Re	C&C 149 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbian plaque (50 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,075.00	£1,075.00	New Charge	New Fee for additional lease length	
Re	C&C 150 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbian plaque (75 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,540.00	£1,540.00	New Charge	New Fee for additional lease length	
Re	C&C 151 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£75.00	£75.00	£0.00	0.00%		
Re	C&C 152 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.35	£0.00	0.00%		
Re	C&C 153 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (5 year lease) (includes 1st standard inscription)	Each	£0.00	£1,750.00	£1,750.00	New Charge	New Product	
Re	C&C 154 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (10 year lease) (includes 1st standard inscription)	Each	£0.00	£2,275.00	£2,275.00	New Charge	New Product	
Re	C&C 155 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (15 year lease) (includes 1st standard inscription)	Each	£0.00	£2,625.00	£2,625.00	New Charge	New Product	
Re	C&C 156 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (20 year lease) (includes 1st standard inscription)	Each	£0.00	£3,150.00	£3,150.00	New Charge	New Product	
Re	C&C 157 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (30 year lease) (includes 1st standard inscription)	Each	£0.00	£4,200.00	£4,200.00	New Charge	New Product	
Re	C&C 158 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (50 year lease) (includes 1st standard inscription)	Each	£0.00	£6,125.00	£6,125.00	New Charge	New Product	
Re	C&C 159 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (75 year lease) (includes 1st standard inscription)	Each	£0.00	£8,750.00	£8,750.00	New Charge	New Product	
Re	C&C 160 Cemetery and Crematorium	Cemetery and Crematorium	Additional memorials from catalogue	Each	Price on application	Price on application	N/A	N/A		
Re	C&C 161 Cemetery and Crematorium	Cemetery and Crematorium	Lease renewal	Each	75% of the current new lease price	75% of the current new lease price	N/A	N/A		
S. Spring bulbs to be planted by cemetery staff										
Re	C&C 162 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (15 bulbs)	Each	£8.33	£8.33	£0.00	0.00%		

Re	C&C 163 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (50 bulbs)	Each	£25.00	£25.00	£0.00	0.00%	
Re	C&C 164 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (100 bulbs)	Each	£41.66	£41.66	£0.00	0.00%	
Re	C&C 165 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (200 bulbs)	Each	£66.66	£66.66	£0.00	0.00%	
Re	C&C 166 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (15 bulbs)	Each	£12.50	£12.50	£0.00	0.00%	
Re	C&C 167 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (50 bulbs)	Each	£33.33	£33.33	£0.00	0.00%	
Re	C&C 168 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (100 bulbs)	Each	£58.33	£58.33	£0.00	0.00%	
Re	C&C 169 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (200 bulbs)	Each	£100.00	£100.00	£0.00	0.00%	
Re	C&C 170 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (15 bulbs)	Each	£8.33	£8.33	£0.00	0.00%	
Re	C&C 171 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (50 bulbs)	Each	£25.00	£25.00	£0.00	0.00%	
Re	C&C 172 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (100 bulbs)	Each	£41.66	£41.66	£0.00	0.00%	
Re	C&C 173 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (200 bulbs)	Each	£66.66	£66.66	£0.00	0.00%	
Re	C&C 174 Cemetery and Crematorium	Cemetery and Crematorium	Other varieties can be purchased	Each	Price on application	Price on application	N/A	N/A	
Traffic Control									
Re	C&C 175 Cemetery and Crematorium	Cemetery and Crematorium	Traffic Management	Per funeral	£0.00	£250.00	£250.00	New Charge	New fee principally for weekend and Friday cremations, which tend to have a large number of mourners.
Milesplit New Cemetery									
All fees and charges currently charged at Hendon Cemetery & Crematorium will be replicated at Milesplit New Cemetery as applicable.									

Fees and Charges 2020/21

Department: **Environment**
 Area: **Parking Services**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P1	Surrendered Vehicle Disposal	Parking	End of Life Surrender and disposal	Annual	£60.00	£60.00	£0.00	0.00%		
P2	Schools Permit	Parking	Annual	Annual	£190.00	£190.00	£0.00	0.00%		
P3	Key Worker Permits	Parking	Annual	Annual	£190.00	£190.00	£0.00	0.00%	Introduced 10/06/2019	
P4	Essential Service Vouchers	Parking	Full-day essential service vouchers	1 Day	£2.50	£2.50	£0.00	0.00%		
P5	Car Club Permits	Parking	To allow car club permit vehicles to park within the borough	Annual	£1,260.00	£1,260.00	£0.00	0.00%		
P6	Restricted Car Park Permit	Parking	Restricted Off Street Location Annual Car Park Permit	Annual	£350.00	£350.00	£0.00	0.00%		
P7	Resident Car Park Permit	Parking	Resident only bays in off street car parks	Annual	£200.00	£200.00	£0.00	0.00%		
P8	Business Permit	Parking	Specific vehicle, g/CO2/km: 0	Annual	£200.00	£200.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P9	Business Permit	Parking	Specific vehicle, g/CO2/km: 1-50	Annual	£262.50	£262.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P10	Business Permit	Parking	Specific vehicle, g/CO2/km: 51-75	Annual	£472.50	£472.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P11	Business Permit	Parking	Specific vehicle, g/CO2/km: 76-90	Annual	£525.00	£525.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P12	Business Permit	Parking	Specific vehicle, g/CO2/km: 91-100	Annual	£525.00	£525.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P13	Business Permit	Parking	Specific vehicle, g/CO2/km: 101-110	Annual	£525.00	£525.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P14	Business Permit	Parking	Specific vehicle, g/CO2/km: 111-130	Annual	£577.50	£577.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P15	Business Permit	Parking	Specific vehicle, g/CO2/km: 131-150	Annual	£577.50	£577.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P16	Business Permit	Parking	Specific vehicle, g/CO2/km: 151-170	Annual	£656.25	£656.25	£0.00	0.00%	2019-20 charge from 16/09/19	
P17	Business Permit	Parking	Specific vehicle, g/CO2/km: 171-190	Annual	£656.25	£656.25	£0.00	0.00%	2019-20 charge from 16/09/19	
P18	Business Permit	Parking	Specific vehicle, g/CO2/km: 191-200	Annual	£656.25	£656.25	£0.00	0.00%	2019-20 charge from 16/09/19	
P19	Business Permit	Parking	Specific vehicle, g/CO2/km: 201-225	Annual	£787.50	£787.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P20	Business Permit	Parking	Specific vehicle, g/CO2/km: 226-255	Annual	£787.50	£787.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P21	Business Permit	Parking	Specific vehicle, g/CO2/km: 256+	Annual	£787.50	£787.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P22	Business Permit Diesel Surcharge	Parking	Annual	Annual	£10.00	£10.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P23	Business Permit	Parking	Any vehicle	Annual	£1,272.00	£1,272.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P24	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 0	Annual	£500.00	£500.00	£0.00	0.00%	Introduced 16/09/19	
P25	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 1-50	Annual	£656.25	£656.25	£0.00	0.00%	Introduced 16/09/19	
P26	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 51-75	Annual	£1,181.25	£1,181.25	£0.00	0.00%	Introduced 16/09/19	
P27	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 76-90	Annual	£1,312.50	£1,312.50	£0.00	0.00%	Introduced 16/09/19	
P28	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 91-100	Annual	£1,312.50	£1,312.50	£0.00	0.00%	Introduced 16/09/19	
P29	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 101-110	Annual	£1,312.50	£1,312.50	£0.00	0.00%	Introduced 16/09/19	
P30	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 111-130	Annual	£1,443.75	£1,443.75	£0.00	0.00%	Introduced 16/09/19	
P31	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 131-150	Annual	£1,443.75	£1,443.75	£0.00	0.00%	Introduced 16/09/19	
P32	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 151-170	Annual	£1,640.63	£1,640.63	£0.00	0.00%	Introduced 16/09/19	
P33	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 171-190	Annual	£1,640.63	£1,640.63	£0.00	0.00%	Introduced 16/09/19	
P34	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 191-200	Annual	£1,640.63	£1,640.63	£0.00	0.00%	Introduced 16/09/19	
P35	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 201-225	Annual	£1,968.75	£1,968.75	£0.00	0.00%	Introduced 16/09/19	
P36	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 226-255	Annual	£1,968.75	£1,968.75	£0.00	0.00%	Introduced 16/09/19	
P37	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 256+	Annual	£1,968.75	£1,968.75	£0.00	0.00%	Introduced 16/09/19	
P38	Contractor Permit Diesel Surcharge	Parking	Annual	Annual	£10.00	£10.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P39	Contractor Permit	Parking	Any vehicle	Annual	£3,152.00	£3,152.00	£0.00	0.00%	Introduced 16/09/19	
P40	Doctors	Parking	Doctors	Annual	£200.00	£200.00	£0.00	0.00%		
P41	Builders	Parking	Specific vehicle	Monthly	£38.00	£38.00	£0.00	0.00%		
P42	Builders	Parking	Specific vehicle	Annual	£310.00	£310.00	£0.00	0.00%		
P43	Builders	Parking	Any vehicle	Monthly	£76.00	£76.00	£0.00	0.00%		
P44	Builders	Parking	Any vehicle	Annual	£620.00	£620.00	£0.00	0.00%		
P45	Carers	Parking	Annual	Annual	Free	Free	£0.00	0.00%		
P46	Religious Permit	Parking	First Vehicle	Annual	£40.00	£40.00	£0.00	0.00%		
P47	Religious Permit Surcharge	Parking	2nd or 3rd vehicle	Annual	£30.00	£30.00	£0.00	0.00%		
P48	Members	Parking	Member Permit	Annual	Free	Free	£0.00	0.00%		
P49	Admin Fee	Parking	Amendments to existing permit		£0.00	£0.00	£0.00	new		
P50	Admin Fee	Parking	Permit refunds		£0.00	£0.00	£0.00	new		
P51	Bay Suspensions	Parking	One Bay Suspension for One Day	One Day	See comments	See comments	£0.00	0.00%	£130 Application Fee plus £40 per day per bay for Resident Bays and £55 per day per bay for Pay and Display Bays.	
P52	Resident Permit	Parking	g/CO2/km: 0	Annual	£15.00	£15.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P53	Resident Permit	Parking	g/CO2/km: 1-50	Annual	£25.00	£25.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P54	Resident Permit	Parking	g/CO2/km: 51-75	Annual	£25.00	£25.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P55	Resident Permit	Parking	g/CO2/km: 76-90	Annual	£50.00	£50.00	£0.00	0.00%	2019-20 Charge from 16/09/19	

P56	Resident Permit	Parking	g/CO2/km: 91-100	Annual	£50.00	£50.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P57	Resident Permit	Parking	g/CO2/km: 101-110	Annual	£50.00	£50.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P58	Resident Permit	Parking	g/CO2/km: 111-130	Annual	£65.55	£65.55	£0.00	0.00%	2019-20 Charge from 16/09/19	
P59	Resident Permit	Parking	g/CO2/km: 131-150	Annual	£71.25	£71.25	£0.00	0.00%	2019-20 Charge from 16/09/19	
P60	Resident Permit	Parking	g/CO2/km: 151-170	Annual	£85.50	£85.50	£0.00	0.00%	2019-20 Charge from 16/09/19	
P61	Resident Permit	Parking	g/CO2/km: 171-190	Annual	£99.75	£99.75	£0.00	0.00%	2019-20 Charge from 16/09/19	
P62	Resident Permit	Parking	g/CO2/km: 191-200	Annual	£114.00	£114.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P63	Resident Permit	Parking	g/CO2/km: 201-225	Annual	£142.50	£142.50	£0.00	0.00%	2019-20 Charge from 16/09/19	
P64	Resident Permit	Parking	g/CO2/km: 226-255	Annual	£171.00	£171.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P65	Resident Permit	Parking	g/CO2/km: 256+	Annual	£182.25	£182.25	£0.00	0.00%	2019-20 Charge from 16/09/19	
P66	Resident Permit Surcharge	Parking	2, 3 or 4th vehicle	Annual	£25.00	£25.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P67	Resident Permit Diesel Surcharge	Parking	Annual	Annual	£10.00	£10.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P68	Resident Permit 7 seater discount	Parking		N/A	See comments	See comments	£0.00	0.00%	50% discount for vehicles with 7 seats or more, or a fixed price of £65, whichever is the greatest 2019-20 Charge from 16/09/19	
P69	Resident Visitor Vouchers	Parking	All controlled parking zones, except Event Day, visitor vouchers. Sold in batches of 4 visitor vouchers, minimum purchase is 12 vouchers with a maximum per household of 200 in any 12 month period.	12 Month Period	£1.10	£1.10	£0.00	0.00%	Price per voucher	
P70	Event Day Visitor Vouchers	Parking	Event Day controlled parking zone visitor vouchers with a maximum per household or workplace of 88 in any 12 month period.	12 Month Period	£1.10	£1.10	£0.00	0.00%	First 16 in any 12 month period uncharged under Saracens agreement	
P71	On Street Parking Charges	Parking	Payment to Park		See comments	See comments	£0.00	0.00%	As per location, local signage and Traffic Management Order 2019-20 Charge from 17/06/19	
P72	Off Street Parking Charges	Parking	Payment to Park		See comments	See comments	£0.00	0.00%	As per location, local signage and Traffic Management Order 2019-20 Charge from 17/06/19	
P73	Parking Voucher	Parking	Sold in batches of 4	one hour	£2.56	£2.56	£0.00	0.00%	2019-20 Charge from 17/06/19	
P74	Parking Voucher	Parking	Sold in batches of 4	half hour	£1.28	£1.28	£0.00	0.00%	2019-20 Charge from 17/06/19	

Fees and Charges 2020/21

Department: **Children's and Family Services**
 Area: **Children's and Family Services**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	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%		
0 - 19 Early Help Service Traded Service & Programmes	Holiday Programmes		Taster / Entry Activity	Per Day	£5.00	£5.00	£0.00	0.00%	Charges for taster sessions or one off delivery which does not involve a technical tutor or specialised equipment. i.e. session under one hour	
0 - 19 Early Help Service Traded Service & Programmes	Holiday Programmes		Taster / Entry Activity	Half Day	£3.00	£3.00	£0.00	0.00%	Courses which are free of delivery costs but require minimum charge due to administration requirements. i.e. charitable courses offered or where resources such as snacks are required	
0 - 19 Early Help Service Traded Service & Programmes	Holiday Programmes		Generic Activity	Per Day	£10.00	£10.00	£0.00	0.00%	Activities/Course charges per hour for sessions which require a tutor, resources/venue i.e. sports, circus skills, arts and crafts	
0 - 19 Early Help Service Traded Service & Programmes	Holiday Programmes		Generic Activity	Half Day	£6.00	£6.00	£0.00	0.00%	Charges for taster sessions or one off delivery which does not involve a technical tutor or specialised equipment. i.e. session under one hour.	
0 - 19 Early Help Service Traded Service & Programmes	Holiday Programmes		Specialised Activity	Per Day	£16.00	£20.00	£4.00	25.00%	Specialised activity charges per hour for delivery which require specialised qualified tutors or specialised equipment for delivery for activities which are held throughout the year	
0 - 19 Early Help Service Traded Service & Programmes	Holiday Programmes		Specialised Activity	Half Day	£9.00	£9.00	£0.00	0.00%	Specialised activity charges for sessions which run for 1.5 hours which are either a combination of taster sessions and/or tutor required with resources/equipment.	
0 - 19 Early Help Service Traded Service & Programmes	Duke of Edinburgh		Bronze Award Enrolment Fee	Per Award	£30.00	£30.00	£0.00	0.00%	Participant online e-dofe account which is required for participation. Administration charge included.	

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
0 - 19 Early Help Service Traded Service & Programmes	Duke of Edinburgh			Silver Award Enrolment Fee	Per Award	£30.00	£30.00	£0.00	0.00%	Participant online e-dofe account which is required for participation. Administration charge included.	
0 - 19 Early Help Service Traded Service & Programmes	Duke of Edinburgh			Gold Award Enrolment Fee	Per Award	£35.00	£35.00	£0.00	0.00%	Participant online e-dofe account which is required for participation. Administration charge included.	
0 - 19 Early Help Service Traded Service & Programmes	Equipment			Catering E.G. Professional Gas Bbq		£85.00	£85.00	£0.00	0	Catering Items for Hire	
0 - 19 Early Help Service Traded Service & Programmes	Equipment			Dofe E.G. Compass, Survival Bags, Waterproofs	Per Item	£4.00	£4.00	£0.00	0	Kit Hire - individual pricing for hire rather than full kit hire	
0 - 19 Early Help Service Traded Service & Programmes	Duke of Edinburgh			Bronze Award Kit Hire	Per Award	£30.00	£30.00	£0.00	0.00%	Kit hire for expeditions. Rucksack, water proof coat and trousers, sleeping bag, liner, emergency sack, head torch, compass, *walking boots - if available	new
0 - 19 Early Help Service Traded Service & Programmes	Duke of Edinburgh			Silver Award Kit Hire	Per Award	£40.00	£40.00	£0.00	0.00%	Kit hire for expeditions. Rucksack, water proof coat and trousers, sleeping bag, liner, emergency sack, head torch, compass, *walking boots - if available	new
0 - 19 Early Help Service Traded Service & Programmes	Duke of Edinburgh			Gold Award Kit Hire	Per Award	£50.00	£50.00	£0.00	0.00%	Kit hire for Mountain terrain expeditions. Rucksack, water proof coat and trousers, sleeping bag, liner, emergency sack, head torch, compass, *walking boots - if available	new
0 - 19 Early Help Service Traded Service & Programmes	Equipment			Staging & Theatre E.G. Extension Leads	Per Item	£4.00	£4.00	£0.00	0.00%	Equipment for hire with lighting Box for Theatre Productions	
0 - 19 Early Help Service Traded Service & Programmes	Equipment			Lighting Box and Rig		£75.00	£75.00	£0.00	0.00%	FYC or CV Lighting Rig hire - standard day rate	
0 - 19 Early Help Service Traded Service & Programmes	Equipment			Hire of Theatre, Blue Room, Foyer and PA System / lighting Box for Theatre Productions		£225.00	£225.00	£0.00	0.00%	Hourly Rate for Hire of FYC Theatre, Foyer and PA System / CV Hall, stage, kitchen area, reception and PA System including lighting Box for Theatre Productions	
0 - 19 Early Help Service Traded Service & Programmes	Large Room			Standard	Per hour	£27.00	£30.00	£3.00	11.11%	Charges for Large or Specialised spaces which include: FYC Café area, Dance Studio and Theatre (80 - 100 seats), CV Kitchen, CV Outside Garden Space, CV Hall(80 - 150 seats). Hire charge per hour	
0 - 19 Early Help Service Traded Service & Programmes	Medium Space			Standard	Per hour	£20.30	£22.50	£2.20	10.84%	Medium Rooms which accommodate 10 - 30 people. CV - Meeting/Training Room, Red Room, Lower and Upper Mezanies Space. FYC Blue Room	
0 - 19 Early Help Service Traded Service & Programmes	Small Space			Standard	Per hour	£13.50	£15.07	£1.57	11.63%	Small Rooms which accommodate 2 - 3 people FYC Mazeanine, CV one to one room	
0 - 19 Early Help Service Traded Service & Programmes	Theatre Production Booking. Full Day Hire 12 hours			Standard		£600.00	£600.00	£0.00	0.00%	Full Day booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Includes PA System and Lighting Box. Full Day Hire	new

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
0 - 19 Early Help Service Traded Service & Programmes		Theatre Production Booking. Per Hour. Minimum of 3 Hour Hire		Standard		£100.00	£100.00	£0.00	0.00%	Booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Includes PA System and Lighting Box per hour. Minimum of 3 Hour Booking	new
0 - 19 Early Help Service Traded Service & Programmes		Membership on Provider Directory on 0 - 19 Website		Standard		£500.00	£500.00	£0.00	0.00%	ANNUAL CHARGE for Provider Directory where the Provider will have their company link and course details. Companies will be vetted to meet suitability of 0 - 19 website	new
0 - 19 Early Help Service Traded Service & Programmes		Homepage TOP Banner - Advertising space peak times		Standard		£250.00	£250.00	£0.00	0.00%	MONTHLY advertising on homepage TOP banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes		Homepage BOTTOM Banner - Advertising space on website off peak		Standard		£200.00	£200.00	£0.00	0.00%	MONTHLY advertising on homepage BOTTOM banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes		Miscellaneous Pages - Banner Advertising space on website		Standard		£150.00	£150.00	£0.00	0.00%	MONTHLY advertising on miscellaneous pages on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes		Parent Membership for 0 - 19 EH Website		Standard		£25.00	£25.00	£0.00	0.00%	Annual membership for 0 - 19 EH Service offer gives 'early bird' access to courses offered for holiday programmes advertised.	new
0 - 19 Early Help Service Traded Service & Programmes		Large Room		Partnership/charitable	Per hour	£20.30	£22.50	£2.20	10.84%	Charges for Large or Specialised spaces which include: FYC Café area, Dance Studio and Theatre (80 - 100 seats), CV Kitchen, CV Outside Garden Space, CV Hall(80 - 150 seats). Hire charge per hour	
0 - 19 Early Help Service Traded Service & Programmes		Medium Space		Partnership/charitable	Per hour	£13.50	£15.07	£1.57	11.63%	Medium Rooms which accommodate 10 - 30 people. CV - Meeting/Training Room, Red Room, Lower and Upper Mezanies Space. FYC Blue Room	
0 - 19 Early Help Service Traded Service & Programmes		Small Space		Partnership/charitable	Per hour	£13.50	£14.07	£0.57	4.22%	Small Rooms which accommodate 2 - 3 people FYC Mazeanine, CV one to one room	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Lighting Box and Rig		£50.00	£50.00	£0.00	0.00%	FYC or CV Lighting Rig hire - partnership day rate	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Partnership/charitable	Per Item	£4.00	£4.00	£0.00	0.00%	Equipment for hire with lighting Box for Theatre Productions	
0 - 19 Early Help Service Traded Service & Programmes		Hire of Theatre, Blue Room, Foyer and PA System / lighting Box for Theatre Productions		Partnership/charitable		£200.00	£200.00	£0.00	0.00%	Hourly Rate for Hire of FYC Theatre, Foyer and PA System / CV Hall, stage, kitchen area, reception and PA System including lighting Box for Theatre Productions	new

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
0 - 19 Early Help Service Traded Service & Programmes	Theatre Production Booking. Full Day Hire		Partnership Rate		£550.00	£550.00	£0.00	0.00%	Full Day booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Or CV Hire seating 100 - 120 with kitchen, summer house and reception area Includes PA System and Lighting Box. Full Day Hire	new
0 - 19 Early Help Service Traded Service & Programmes	Theatre Production Booking. Per Hour. Minimum of 3 Hour Hire		Partnership Rate		£100.00	£100.00	£0.00	0.00%	Full Day booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Or CV Hire seating 100 - 120 with kitchen, summer house and reception area Includes PA System and Lighting Box. Full Day Hire Includes PA System and Lighting Box per hour. Minimum of 3 Hour Booking	new
0 - 19 Early Help Service Traded Service & Programmes	Membership on Provider Directory on 0 - 19 Website		Standard		£400.00	£400.00	£0.00	0.00%	ANNUAL CHARGE for Provider Directory where the Provider will have their company link and course details. Companies will be vetted to meet suitability of 0 - 19 website	new
0 - 19 Early Help Service Traded Service & Programmes	Homepage TOP Banner - Advertising space peak times		Standard		£200.00	£200.00	£0.00	0.00%	MONTHLY advertising on homepage TOP banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes	Homepage BOTTOM Banner - Advertising space on website off peak		Standard		£150.00	£150.00	£0.00	0.00%	MONTHLY advertising on homepage BOTTOM banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes	Miscellaneous Pages - Banner Advertising space on website		Standard		£100.00	£100.00	£0.00	0.00%	MONTHLY advertising on miscellaneous pages on 0 -19 Website	new
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%		
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%		

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries Review)		Printing/ photocopying		Black & white A4	Per sheet	£0.20	£0.20	£0.00	0.00%		
Library Service fees and charges (not amended in libraries Review)		Printing/ photocopying		Colour A4	Per sheet	£0.80	£0.80	£0.00	0.00%		
Library Service fees and charges (not amended in libraries Review)		Printing/ photocopying		Black & white A 3	Per sheet	£0.30	£0.30	£0.00	0.00%		
Library Service fees and charges (not amended in libraries Review)		Printing/ photocopying		Colour A3	Per sheet	£1.20	£1.20	£0.00	0.00%		
Library Service fees and charges (not amended in libraries Review)		Advertising space		This charge will be levied for advertising space in library activity booklets/ publicity	A5 page per 3 months	£300.00	£300.00	£0.00	0.00%		
Library Service fees and charges (not amended in libraries Review)		Lost Library card		This charge is levied where a replacement library card is issued	Per card (adults)	£2.00	£2.00	£0.00	0.00%		
Library Service fees and charges (not amended in libraries Review)		Lost Library card		This charge is levied where a replacement library card is issued	Per card (child/ concessions)	£1.00	£1.00	£0.00	0.00%		
Library Service fees and charges (not amended in libraries review)		DVD hire		This charge is levied for the loan of DVDs	Per DVD, per week	£1.60	£1.60	£0.00	0.00%		
Library Service fees and charges (not amended in libraries review)		Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A6 advert per week	£1.00	£1.00	£0.00	0.00%		
Library Service fees and charges (not amended in libraries review)		Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A5 advert per week	£1.50	£1.50	£0.00	0.00%		
Library Service fees and charges (not amended in libraries review)		Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A4 advert per week	£2.50	£2.50	£0.00	0.00%		
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Small room (capacity 6-15) per hour in library opening hours	£7-10	£7-10	£0.00	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Small room (capacity 6-15) per hour outside library opening hours	£25.50	£25.50	£0.00	0.00%	Out of library opening hours.	
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour in library opening hours	£10-15	£10-15	£0.00	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour outside library opening hours	£25.50	£25.50	£0.00	0.00%	Out of library opening hours	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries review)	Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour in library opening hours	£20-30	£20-30	£0.00	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries review)	Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour outside library opening hours	£45.50	£45.50	£0.00	0.00%	Out of library opening hours	
Library Service fees and charges (not amended in libraries review)	Library Service fees and charges (not amended in libraries Review)		This charge is levied for the use of display cabinets and windows in libraries	Per cabinet/ window per week - external	£25.00	£25.00	£0.00	0.00%		
Library Service fees and charges (not amended in libraries review)	Library Service fees and charges (not amended in libraries Review)		This charge is levied for the use of display cabinets and windows in libraries	Per cabinet/ window per week - internal	£20.00	£20.00	£0.00	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%		
	Reservation, No Notification/ email (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£1.00	£1.00	£0.00	0.00%		
Library review amended fees and charges	Reservation, Postal Notification (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£1.00	£1.00	£0.00	0.00%	Plus 2nd Class Post	
Library review amended fees and charges	Reservation, No Notification/ email notification (Barnet stock)		Customers are notified by email that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	Per item	£0.00	£0.00	£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 charges existing but missing	Reservations from the British Library		This charge is levied where items are borrowed from the British Library	Per item	£4-6	£4-6	£0.00	0.00%		

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
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 £21	£0 up to £21	£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%		

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library review amended fees and charges		Music Sets And Scores		Charge made to other Boroughs for the loan of Barnet sets and scores	Per 20 items	£12.00	£12.00	£0.00	0.00%		
Library charges - new		soft play hire party booking package		Hire charge	Per booking of 3 hours	£180.00	£180.00	£0.00	0.00%		
Library charges existing but missing		Play sets		Subscription fee to play sets service	Per subscription, per annum	£25.00	£25.00	£0.30	0.00%		
School Libraries Resources Service		Subscription		Annual fee to Barnet schools	Per year, per pupil	£7.25	£7.55	£0.30	4.14%		The School Libraries and Resources Service are a traded service. Subscribing schools are entitled to collections of resources to support teaching and learning in the classroom, as well as INSET training and professional advice regarding libraries, reading and information skills
School Libraries Resources Service		Subscription		Fee for 1/2 year subscription	Per 1/2 year, per pupil	£4.70	£4.90	£0.20	4.26%		
School Libraries Resources Service		Subscription		Fee for 1 term	Per term, per pupil	£3.30	£3.50	£0.20	6.06%		
School Libraries Resources Service		Subscription		Fee for half term	Per 1/2 ter, per pupil	£1.70	£1.80	£0.10	5.88%		
School Libraries Resources Service		Subscription		Annual fee for non Barnet schools	Per year, per pupil	£8.35	£8.65	£0.30	3.59%		
School Libraries Resources Service		Subscription		Fee for 1/2 year subscription for non Barnet schools	Per 1/2 year, per pupil	£5.43	£5.65	£0.22	4.05%		
School Libraries Resources Service		Subscription		Fee for 1 term for non Barnet schools	Per term, per pupil	£3.66	£3.80	£0.14	3.83%		
School Libraries Resources Service		Subscription		Fee for half-term for non-Barnet schools	Per 1/2 term, per pupil	£1.87	£1.95	£0.08	4.28%		
School Libraries Resources Service		Subscription		One-off fee 'try me' (Barnet schools)	Per pupil, per term	£3.30	£3.50	£0.20	6.06%		
School Libraries Resources Service		Subscription		One-off fee 'try me' (non Barnet schools)	Per pupil, per term	£3.66	£3.80	£0.14	3.83%		
School Libraries Resources Service		Topic box		Topic box (box containing circa 40 books on a specific topic area)	Per topic box, per 1/2 term	£85.00	£85.00	£0.00	0.00%		
School Libraries Resources Service		artefact		Box of artefacts to be used in the classroom to support teaching and learning	Per box, per 1/2 term	£85.00	£85.00	£0.00	0.00%		
School Libraries Resources Service		Secondary schools pay as you go registration fee		Fee to register for pay as you go topic boxes - one off admin charge	Per school	£220.00	£220.00	£0.00	0.00%		
School Libraries Resources Service		Secondary schools pay as you go loans (20 books per loan)		Charge for as and when loan collections	Per collection of 20 books, per school	£40.00	£40.00	£0.00	0.00%		
School Libraries Resources Service		Guided reading sets		Charge for the loan of guided reading sets	Per class, per year	£135.00	£135.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
School Libraries Resources Service	Long-term book loan		Charge for the long-term loan of books to support school libraries	300 books for 6 months	£425.00	£425.00	£0.00	0.00%		
School Libraries Resources Service	Long-term book loan		Charge for the long-term loan of books to support school libraries	300 books for 12 months	£810.00	£810.00	£0.00	0.00%		
School Libraries Resources Service	Professional consultancy		Specialist advice regarding libraries, reading and information skills (Barnet schools)	Per hour	£40.00	£40.00	£0.00	0.00%	First 2 hours free	
School Libraries Resources Service	Professional consultancy		Specialist advice regarding libraries, reading and information skills (non-Barnet schools)	Per hour	£45.00	£45.00	£0.00	0.00%		
School Libraries Resources Service	Professional consultancy		Specialist advice regarding libraries, reading and information skills (non-subscribing Barnet schools)	Per hour	£50.00	£50.00	£0.00	0.00%		
School Libraries Resources Service	Professional consultancy		Specialist advice regarding libraries, reading and information skills (non-subscribing non-Barnet schools)	Per hour	£55.00	£55.00	£0.00	0.00%		
School Libraries Resources Service	Lost/ damaged books		Charge levied to schools for the replacement of lost books	Per item	£20.00	£20.00	£0.00	0.00%		
School Libraries Resources Service	Lost/ damaged artefacts		Charge levied to schools for the replacement of lost artefacts	Per item	£10-100	£10-100	£0.00	0.00%	Depends upon the specific value of the artefact	
School Libraries Resources Service	Late orders surcharge		Additional charge made to schools that submit requests after the standard delivery deadline	Per order	£15.00	£15.00	£0.00	0.00%		
School Libraries Resources Service	Additional delivery charge		Charge for additional deliveries	Per visit, up to 12 crates	£25.00	£25.00	£0.00	0.00%		
School Libraries Resources Service	Additional delivery charge		Charge for additional deliveries	Per visit, 13-24 crates	£35.00	£35.00	£0.00	0.00%		
School Libraries Resources Service	Additional delivery charge		Charge for additional deliveries	Per visit, 25-36 crates	£45.00	£45.00	£0.00	0.00%		
School Libraries Resources Service	Annual subscription EYFS and KS1 only - Barnet schools		Charge levied to schools for annual subscription for stated year groups only	Per school, per year		£8.20				
School Libraries Resources Service	Annual subscription KS2 only - Barnet schools		Charge levied to schools for annual subscription for stated year groups only	Per school, per year		£8.20				

Fees and Charges 2020/21

Department: **Environment**
 Area: **Street Scene**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS1	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 1100 litre bin including delivery. The bin remains property of the Council	Per Bin	£478.20	£495.89	£17.69	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS2	Communal Collection/Flats recycling bins	Street Scene Service Delivery	Frame for flats recycling bins	Per frame	£553.27	£573.74	£20.47	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS3	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 660 Litre bin including delivery. The bin remains property of the Council	Per Bin	£328.18	£340.32	£12.14	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS4	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr black (refuse) bin including delivery. The bin remains property of the Council	Per Bin	£52.24	£54.17	£1.93	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	
SS5	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr blue (dry recycling) bin including delivery. The bin remains property of the Council	Per Bin	£36.57	£37.92	£1.35	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	
SS6	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for additional 240 ltr blue (dry recycling) bin including delivery. The bin remains property of the Council	Per Bin	£52.24	£54.17	£1.93	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	
SS7	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr green (garden) bin including delivery. The bin remains property of the Council	Per Bin	£52.24	£54.17	£1.93	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	
SS8	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Second or more annual garden bin subscription	Per Bin per year	£70.00	£70.00	No Change	0.00%	To cover additional cost of collection of multiple bins (beyond the first free one). From January 2020	
SS9	Recycling and Waste - 4 Wheeled Bins	Street Scene Service Delivery	Lid for 4 Wheeled bin	Per Lid	£76.61	£79.44	£2.83	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS10	Recycling and Waste - 2 Wheeled Bins	Street Scene Service Delivery	Lid for 2 Wheeled bin	Per Lid	£0.00	£15.00	£15.00	New Charge	New - Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the pay scale a 5% increase has been applied to this charge. Charge to start January 2020.	Currently have a price for a 4 wheeled bin lid and introducing the new prices enables repairs across all bins if appropriate
SS11	Recycling and Waste - 4 Wheeled Bins	Street Scene Service Delivery	Wheel for 4 Wheeled bin	Per Wheel	£0.00	£15.00	£15.00	New Charge	New - Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the pay scale a 5% increase has been applied to this charge. Charge to start January 2020.	Currently have a price for a 4 wheeled bin lid and introducing the new prices enables repairs across all bins if appropriate
SS12	Recycling and Waste - 2 Wheeled Bins	Street Scene Service Delivery	Wheel for 2 Wheeled bin	Per Wheel	£0.00	£15.00	£15.00	New Charge	New - Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the pay scale a 5% increase has been applied to this charge. Charge to start January 2020.	Currently have a price for a 2 wheeled bin lid and introducing the new prices enables repairs across all bins if appropriate
SS13	Bin Maintenance & Repair Works	Street Scene Service Delivery	Priced work as required by the client (cost defined by time, resources and parts used)	Per hour / Per unit	£75.00 per hour plus parts	£77.75 per hour plus parts	£2.75	3.67%	Charge for services provided at the customers request. The work required will be defined by the customers needs and priced in line with the costs of the (range of) services involved. From January 2020	
SS14	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Bin supply, delivery, rental and maintenance - 4 wheeled bins (5 year contract with bin - year 1)	Per annum	£0.00	£295.65	£295.65	New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation	
SS15	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 4 wheeled bins (5 year new bin contract - years 2 -5)	Per annum	£0.00	£98.55	£98.55		New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS16	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 4 wheeled bins (5 year contract - bins previously supplied)	Per annum	£0.00	£73.00	£73.00		New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS17	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Bin supply, delivery, rental and maintenance - 2 wheeled bins (5 year contract with bin - year 1)	Per annum	£0.00	£54.75	£54.75		New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS18	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 2 wheeled bins (5 year contract with bin - years 2 -5)	Per annum	£0.00	£21.90	£21.90		New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS19	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 2 wheeled bins (5 year contract - bins previously supplied)	Per annum	£0.00	£18.25	£18.25		New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS20	Commercial Waste - Refuse Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£829.40	£858.00	£28.60	3.45%	Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2020		
SS21	Commercial Waste - Refuse Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£413.40	£423.80	£10.40	2.52%	Charge adjusted to level appropriate to current service costs. From January 2020		
SS22	Commercial Waste - Refuse Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£517.40	£533.00	£15.60	3.02%	Charge adjusted to level appropriate to current service costs. From January 2020		
SS23	Commercial Waste - Refuse Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£754.00	£780.00	£26.00	3.45%	Higher charge for customers with heavy bins who need 660L for access reasons. From January 2020		
SS24	Commercial Waste - Refuse Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£995.80	£1,032.20	£36.40	3.66%	Higher charge for customers with heavier bins to 150Kg maximum. From January 2020		
SS25	Commercial Waste - Refuse Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£985.40	£1,021.80	£36.40	3.69%	Higher charge for customers with heavy bins who need 660L for access reasons. From January 2020		
SS26	Commercial Waste - Refuse Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£1,297.40	£1,339.00	£41.60	3.21%	Higher charge for customers with heavier bins to 150Kg maximum. From January 2020		
SS27	Commercial Waste - Recycling Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£621.40	£642.20	£20.80	3.35%	Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2020		
SS28	Commercial Waste - Recycling Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£361.40	£374.40	£13.00	3.60%	Charge adjusted to level appropriate to current service costs. From January 2020		
SS29	Commercial Waste - Recycling Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£465.40	£481.00	£15.60	3.35%	Charge adjusted to level appropriate to current service costs. From January 2020		
SS30	Commercial Waste - Recycling Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£598.00	£618.80	£20.80	3.48%	Charge adjusted to level appropriate to current service costs. From January 2020		
SS31	Commercial Waste - Recycling Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£725.40	£751.40	£26.00	3.58%	Higher charge for customers with heavier bins to 150Kg maximum (glass etc). From January 2020		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS32	Commercial Waste - Recycling Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£725.40	£751.40	£26.00	3.58%	Higher charge for customers with heavy bins who need 660L for access reasons. From January 2020	
SS33	Commercial Waste - Recycling Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£881.40	£912.60	£31.20	3.54%	Higher charge for customers with heavier bins to 150Kg maximum (glass etc). From January 2020	
SS34	Commercial Waste - Food Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£806.00	£806.00	£0.00	0.00%	Service for businesses with gardens. From January 2020	
SS35	Commercial Waste - Garden Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£413.40	£429.00	£15.60	3.77%	Service for businesses with gardens. From January 2020	
SS36	Waste - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS37	Waste - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£423.28	£436.80	£13.52	3.19%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS38	Waste - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£537.68	£556.40	£18.72	3.48%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS39	Waste - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£609.18	£631.80	£22.62	3.71%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS40	Recycling - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£343.77	£356.20	£12.43	3.62%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS41	Recycling - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£431.29	£447.20	£15.91	3.69%	Charge adjusted to level appropriate to current service costs - use of 360s is ltd. From January 2020	
SS42	Recycling - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£496.50	£514.80	£18.30	3.69%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS43	Recycling - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£529.10	£548.60	£19.50	3.69%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS44	Collection Only Food Waste	Street Scene Service Delivery	140 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS45	Collection Only Food Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS46	Collection Only Garden waste	Street Scene Service Delivery	240 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Service for non-commercial clients - This is a schedule 2 collection cost i.e. for schools (not standard household). From January 2020	
SS47	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£106.88	£110.83	£3.95	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS48	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£31.88	£33.06	£1.18	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS49	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£94.13	£97.61	£3.48	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS50	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£19.13	£19.84	£0.71	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS51	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£87.75	£91.00	£3.25	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS52	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£12.75	£13.22	£0.47	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS53	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£84.56	£87.69	£3.13	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS54	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£9.57	£9.92	£0.35	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS55	Commercial Waste - attend & empty first container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	£98.91	£102.57	£3.66	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS56	Commercial Waste - each additional container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	£23.91	£24.79	£0.88	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS57	Commercial Waste - attend & empty first container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	£89.34	£92.65	£3.31	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS58	Commercial Waste - each additional container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	£14.34	£14.87	£0.53	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS59	Commercial Waste - attend & empty first container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	£84.56	£87.69	£3.13	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS60	Commercial Waste - each additional container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	£9.57	£9.92	£0.35	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS61	Commercial Waste - attend & empty first container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	£82.17	£85.21	£3.04	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS62	Commercial Waste - each additional container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	£8.27	£8.58	£0.31	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS63	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Recycling/Refuse Bins	Per container	£85.63	£88.80	£3.17	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS64	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Recycling/Refuse Bins	Per container	£23.38	£24.25	£0.87	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS65	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Recycling/Refuse Bins	Per container	£81.38	£84.39	£3.01	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS66	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Recycling/Refuse Bins	Per container	£14.03	£14.55	£0.52	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS67	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Recycling/Refuse Bins	Per container	£79.25	£82.18	£2.93	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS68	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Recycling/Refuse Bins	Per container	£10.20	£10.58	£0.38	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS69	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Recycling/Refuse Bins	Per container	£78.19	£81.08	£2.89	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS70	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Recycling/Refuse Bins	Per container	£7.87	£8.16	£0.29	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS71	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 52	£82.94	£85.80	£2.86	3.45%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS72	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 104	£158.34	£164.32	£5.98	3.78%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS73	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 208	£301.60	£312.00	£10.40	3.45%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS74	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 52	£128.70	£137.80	£9.10	7.07%	Charge adjusted to level appropriate to current service costs. From January 2020	Larger stronger sacks being provided so costs were re-evaluated
SS75	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 104	£245.70	£268.32	£22.62	9.21%	Charge adjusted to level appropriate to current service costs. From January 2020	Larger stronger sacks being provided so costs were re-evaluated
SS76	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 208	£468.00	£520.00	£52.00	11.11%	Charge adjusted to level appropriate to current service costs. From January 2020	Larger stronger sacks being provided so costs were re-evaluated
SS77	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 52	£68.64	£70.72	£2.08	3.03%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS78	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 104	£131.04	£135.20	£4.16	3.17%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS79	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 208	£249.60	£257.92	£8.32	3.33%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS80	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 50	£56.38	£57.50	£1.12	1.99%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS81	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 100	£107.63	£110.00	£2.37	2.20%	Charge adjusted to level appropriate to current service costs. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS82	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 200	£205.00	£210.00	£5.00	2.44%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS83	Commercial Bin Replacement	Street Scene Service Delivery	1100 Litre Bin - Lost/stolen/broken	Per unit	£325.00	£335.00	£10.00	3.08%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS84	Commercial Bin Replacement	Street Scene Service Delivery	660 Litre Bin - Lost/stolen/broken	Per unit	£185.00	£190.00	£5.00	2.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS85	Commercial Bin Replacement	Street Scene Service Delivery	360 Litre Bin - Lost/stolen/broken	Per unit	£65.00	£67.00	£2.00	3.08%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS86	Commercial Bin Replacement	Street Scene Service Delivery	240 Litre Bin - Lost/stolen/broken	Per unit	£40.00	£41.50	£1.50	3.75%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS87	Commercial Bin Delivery or Collection	Street Scene Service Delivery	4 wheeled bin	Per bin	£50.00	£51.75	£1.75	3.50%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS88	Commercial Bin Delivery or Collection	Street Scene Service Delivery	2 wheeled bin	Per bin	£25.00	£25.75	£0.75	3.00%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS89	Event/Fete Bins - delivery & collection from site	Street Scene Service Delivery	6 to 10 bins delivered & collected	Per event	£300.00	£310.00	£10.00	3.33%	Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2020	
SS90	Event/Fete Bins - delivery & collection from site	Street Scene Service Delivery	Up to 5 bins delivered & collected	Per event	£200.00	£207.50	£7.50	3.75%	Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2020	
SS91	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Weekly collection of up to a tonne of waste	Per annum	£14,508.00	£15,050.00	£542.00	3.74%	Charge calculated to level appropriate to current service costs. From January 2020	
SS92	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Overweight - only applied to weight after 1 tonne	Per tonne	£120.00	£124.50	£4.50	3.75%	Required to ensure full cost recovery. From January 2020	
SS93	Collection Only - Compactor Skip	Street Scene Service Delivery	Collection only charge for additional collections	Per annum	£12,948.00	£13,430.00	£482.00	3.72%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS94	Barnet Allotments 12 Yard Skip	Street Scene Service Delivery	Collection of up to a tonne of green waste	Per skip	£269.37	£279.50	£10.13	3.76%	Charge calculated to level appropriate to current service costs. From January 2020	
SS95	Barnet Allotments 12 Yard Skip	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	£70.00	£72.50	£2.50	3.57%	Charge calculated to level appropriate to current service costs. From January 2020	
SS96	Barnet Allotments 12 Yard Skip	Street Scene Service Delivery	Contaminated - applied to complete load	Per tonne	£50.00	£51.75	£1.75	3.50%	Charge calculated to level appropriate to current service costs. From January 2020	
SS97	Skip Charges - Internal Clients 12 Yard Skip	Street Scene Service Delivery	Single collection - materials up to 1 tonnes	Per skip	£269.37	£279.50	£10.13	3.76%	Required to ensure full cost recovery and offer a competitive service charge. From January 2020	
SS98	Skip Charges - Internal Clients	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	£80.00	£83.00	£3.00	3.75%	Charge calculated to level appropriate to current service costs. From January 2020	
SS99	16 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - light/medium weights up to 1.5 tonnes	Per skip	£0.00	£350.00	£350.00	New Charge	New - required to ensure full cost recovery. From January 2020	Plan is to expand on existing skip provision to provide a cost effective alternative for residents
SS100	12 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - light/medium weights up to 1.25 tonnes	Per skip	£350.00	£300.00	£-50.00	-14.29%	Charge calculated to level appropriate to current service costs. From January 2020	
SS101	8 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - medium/heavy materials up to 1 tonnes	Per skip	£350.00	£240.00	£-110.00	-31.43%	Charge calculated to level appropriate to current service costs. From January 2020	
SS102	6 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - medium/heavy materials up to 0.75 tonnes	Per skip	£0.00	£200.00	£200.00	New Charge	New - required to ensure full cost recovery. From January 2020	Plan is to expand on existing skip provision to provide a cost effective alternative for residents
SS103	Skip Charges - External clients	Street Scene Service Delivery	Overweight - applied to skip weights exceeding the prescribed limits	Per tonne	£120.00	£124.50	£4.50	3.75%	Charge calculated to level appropriate to current service costs. From January 2020	
SS104	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Service Charge (minimum booking 3.5 hours)	Per hour	£100.00	£100.00	£0.00	0.00%	No change	
SS105	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Disposal costs	Per tonne	£120.00	£124.50	£4.50	3.75%	Required to ensure full cost recovery and offer a competitive service charge. From January 2020	
SS106	Additional Commercial Waste Clearance Services	Street Scene Service Delivery	Priced work as required by the client (cost defined by tonnages, time taken and resources used)	Per tonne/ Per hour / Per unit	£120.00 per tonne plus resources	£124.50 per tonne plus resources	£4.50	3.75%	Charge for services provided at the customers request. The work required will be defined by the customers needs and priced in line with the costs of the (range of) services involved. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS107	Commercial Agreement Non-Payment	Street Scene Service Delivery	Stopped collections administration charge	Per process	£50.00	£50.00	No Change	No Change	There is a significant administrative burden due to customer non-payment and costs need to be recovered.	
SS108	Commercial Agreement Non-Payment	Street Scene Service Delivery	Bin removal or bin return charge	Per action	£50.00	£51.85	£1.85	3.70%	There is a significant burden due to customer non-payment and costs need to be recovered. From January 2020	
SS109	Bin Maintenance - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per annum	£91.25	£91.25	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	
SS110	Bin Maintenance - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per annum	£62.05	£62.05	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	
SS111	Bin Washing Service - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per wash	£20.00	£20.00	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	
SS112	Bin Washing Service - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per wash	£10.00	£10.00	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	
SS113	Clinical waste collection	Street Scene Service Delivery	Individual user in own home (per bag, sharp or box)	Per unit collected	Free	Free	Free	Free	No Change	
SS114	Clinical waste collection	Street Scene Service Delivery	Residential care homes or similar (per bag, sharps or box)	Per unit collected	£33.96	£35.22	£1.26	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS115	Removal of dead domestic animals (private dwellings)	Street Scene Service Delivery	Charge for removal	Per animal	£63.33	£65.67	£2.34	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS116	Graffiti removal	Street Scene Service Delivery	Charge for 1st square metre	Per area	£63.33	£65.67	£2.34	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS117	Graffiti removal	Street Scene Service Delivery	Charge for each additional square metre	Per area	£74.48	£77.24	£2.76	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS118	Commercial Agreement Administration	Street Scene Service Delivery	Customer initiated activity (account changes)	Per process	£25.00	£25.00	£0.00	0.00%	No Change	
SS119	Commercial Agreement Administration	Street Scene Service Delivery	Contract termination charge (un-notified)	Per process	10% of annual service costs	10% of annual service costs	£0.00	0.00%	No Change	
SS120	Bulky & electrical items collection (Domestic Households)	Street Scene Service Delivery	Prepaid charge for removal of up to 3 non electrical items of rubbish or furniture (an additional £10 for each subsequent item up to a maximum of 10 items)	Up to 3 items	£35 up to £105	£35 up to £105	£0.00	0.00%	No Change	
SS121	Bulky & electrical items collection (Domestic Households)	Street Scene Service Delivery	An additional item - up to 10	Per additional item	£10.00	£10.00	£0.00	0.00%	No Change	

Fees and Charges 2020/21

Department: **Re**
 Area: **Highways**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 1 Highways	Highways	Unlicensed Skip found on the highway	Each	£309.55	£321.31	£11.76	3.80%	This increase is in line with inflation + 2%	
Re	HW 2 Highways	Highways	Traffic sensitive site inspection charge Skips	Each	£61.50	£63.84	£2.34	3.80%	This increase is in line with inflation + 2%	
Re	HW 3 Highways	Highways	Licence to erect or retain on or over a highway any scaffolding or other structure	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 4 Highways	Highways	Licence to erect a hoarding or fence and site inspections to monitor compliance	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 5 Highways	Highways	Licence to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 6 Highways	Highways	Licence to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 7 Highways	Highways	Vehicle Crossover - Processing and monitoring of Crossover applications and works under possible alternative arrangements where works are arranged by residents rather than the Authority.	Each	£427.43	£443.67	£16.24	3.80%	This increase is in line with inflation + 2%	
Re	HW 8 Highways	Highways	Vehicle Crossover - On occasions where it is necessary for obstructions to be considered for removal in order for a crossover to be constructed such as a tree or lighting column, thereby necessitating a site visit by a tree officer/lighting engineer.	Each	£147.60	£153.21	£5.61	3.80%	This increase is in line with inflation + 2%	
Re	HW 9 Highways	Highways	Rechargeable construction Works - Vehicle Crossovers, Street Lighting, Highway Construction, Sign supply and installation etc.	Each	£248.05	£257.48	£9.43	3.80%	This increase is in line with inflation + 2%	
Re	HW 10 Highways	Highways	Vehicle Crossover White Line Re-marking existing faded lines	Each	£121.98	£126.61	£4.64	3.80%	This increase is in line with inflation + 2%	
Re	HW 11 Highways	Highways	Section 50 Street works licence	Per licence	£534.03	£554.32	£20.29	3.80%	This increase is in line with inflation + 2%	
Re	HW 12 Highways	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	£237.80	£246.84	£9.04	3.80%	This increase is in line with inflation + 2%	
Re	HW 13 Highways	Highways	Memorial Seat/bench, up to 6ft in length, Including on-going care for 10 years.	Each Bench	£147 + £1084 for cost of bench + £139 for cost of plaque if required	£152 + £1125 for cost of bench + £144 for cost of plaque if required	£5 + £41 for cost of bench + £5 for cost of plaque if required	3.72%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	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	£191.68	£198.96	£7.28	3.80%	This increase is in line with inflation + 2%	
Re	HW 15 Highways	Highways	Type 2 Bronze Plaque	Each	£191.68	£198.96	£7.28	3.80%	This increase is in line with inflation + 2%	
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	£620.13	£643.69	£23.56	3.80%	This increase is in line with inflation + 2%	
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.	£133.25	£138.31	£5.06	3.80%	This increase is in line with inflation + 2%	
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.	£207.05	£214.92	£7.87	3.80%	This increase is in line with inflation + 2%	
Re	HW 19 Highways	Highways	The alteration of parking layout through Traffic Management Order (TMO) processes. Charge covers the public consultation, advertising and one TMO alteration	Each	£2,072.55	£2,151.31	£78.76	3.80%	This increase is in line with inflation + 2%	
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	£223.45	£231.94	£8.49	3.80%	This increase is in line with inflation + 2%	
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.	£133.25	£138.31	£5.06	3.80%	This increase is in line with inflation + 2%	
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.	£207.05	£214.92	£7.87	3.80%	This increase is in line with inflation + 2%	
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%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	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	£3,102.68	£3,220.58	£117.90	3.80%	This increase is in line with inflation + 2%	
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	£3,886.80	£4,034.50	£147.70	3.80%	This increase is in line with inflation + 2%	
Re	HW 26 Highways	Highways	Processing of Stopping Up Order Under Section 247 of Town & Country Planning Act 1990	Each	£5,073.75	£5,266.55	£192.80	3.80%	This increase is in line with inflation + 2%	
Re	HW 27 Highways	Highways	Processing of Stopping Up Order Under the Highways Act 1980	Each	£7,974.50	£8,277.53	£303.03	3.80%	This increase is in line with inflation + 2%	
Re	HW 28 Highways	Highways	Processing of Notification for Transport for London approval under TMA 2004	Each	£3,886.80	£4,034.50	£147.70	3.80%	This increase is in line with inflation + 2%	
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	£182.45	£189.38	£6.93	3.80%	This increase is in line with inflation + 2%	
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	£564.78	£586.24	£21.46	3.80%	This increase is in line with inflation + 2%	
Re	HW 31 Highways	Highways	Deposit related to an application to erect a hoarding or fence and site inspections to monitor compliance	Each	£564.78	£586.24	£21.46	3.80%	This increase is in line with inflation + 2%	
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	£564.78	£586.24	£21.46	3.80%	This increase is in line with inflation + 2%	
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	£248.00	£257.42	£9.42	3.80%	This increase is in line with inflation + 2%	
Re	HW 34 Highways	Highways	Vehicle Crossover Legal Agreement	Each	£197.83	£205.34	£7.52	3.80%	This increase is in line with inflation + 2%	
Re	HW 35 Highways	Highways	Vehicle Crossover White Line - Process Application	Each	£157.85	£163.85	£6.00	3.80%	This increase is in line with inflation + 2%	
Re	HW 36 Highways	Highways	Vehicle Crossover White Line Installation	Each	£174.25	£180.87	£6.62	3.80%	This increase is in line with inflation + 2%	
Re	HW 37 Highways	Highways	Private Street Name Plate - Supply and Installation	Each	£296.23	£307.48	£11.26	3.80%	This increase is in line with inflation + 2%	
Re	HW 38 Highways	Highways	Licence to place skip on the highway	Each	£27.68	£28.73	£1.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 39 Highways	Highways	Renewal for expired skip licence	Each	£27.68	£28.73	£1.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 40 Highways	Highways	Watercourse Consent	Each	£50.00	£51.90	£1.90	3.80%	This increase is in line with inflation + 2%	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 41 Highways	Highways	Private Street Name Plate - Quote and Specification Fee	Each	£296.23	£307.48	£11.26	3.80%	This increase is in line with inflation + 2%	
Re	HW 42 Highways	Highways	Temporary Traffic Regulation Order - 14.1 Road Traffic Regulation Act- Extension per month - The additional fee is applied each month between months 4 and 18 of an order period to enable further co-ordination, permitting and network management functions	Each	£0.00	£200.00	£200.00	New Charge		New charge
Re	HW 43 Highways	Highways	Damage to Highways - Recharges Recharge cost of repairs to damage caused to the public highway by building works. S133 Highways Act 1980	Per incident	£0.00	Cost + 40%	N/A	New Charge		New charge
Re	HW 44 Highways	Highways	Failure to secure lighting or safety markings on a skip. Penalty for no lighting of safety markings on a builders skip deposited on the highway. S139 (4) (a) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 45 Highways	Highways	Failure to clearly mark owners details on a skip. Penalty for not clearly marking the owner of a skip on the public highway. S139 (4) (b) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 46 Highways	Highways	Depositing or storing building materials on the public highway without a licence. Penalty for depositing or storing building materials on the public highway without a licence. S148 (a) & (c) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 47 Highways	Highways	Erection of a scaffold or any other structure on the public highway without a licence. Penalty for the erection of a scaffold or any other structure on the public highway without a licence. S169 (5) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 48 Highways	Highways	Affixing a sign or banner upon the public highway without authorisation. Penalty for erecting or fixing a sign on the public highway, tree or highway structure without authorisation. S132 (1) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 49 Highways	Highways	Crane over-sailing licence. The minimum licence period is 3 months and each individual licence costs £1,352.57. Any extension is calculated in weeks after the 3 month period and is charged at an additional cost of £55 per week.	Per incident	£0.00	£1,352.57	£1,352.57	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 50 Rechargeable Works	Rechargeable Works	Provide and place new salt bin, inc. salt	Item	£377.20	£391.53	£14.33	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 51 Rechargeable Works	Rechargeable Works	Replace damaged salt bin, inc. salt refill	Item	£377.20	£391.53	£14.33	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 52 Rechargeable Works	Rechargeable Works	Salt refill of bin	Item	£150.68	£156.40	£5.73	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 53 Rechargeable Works	Rechargeable Works	Recover keys from road gully	Item	£298.28	£309.61	£11.33	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 54 Rechargeable Works	Rechargeable Works	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 m	Per order	£212.18	£220.24	£8.06	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 55 Rechargeable Works	Rechargeable Works	Approval to carry out a traffic count on borough roads	Each	£333.13	£345.78	£12.66	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 56 Rechargeable Works	Rechargeable Works	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, b	Per order	£4,103.08	£4,258.99	£155.92	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 57 Rechargeable Works	Rechargeable Works	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings	Per order	£2,094.08	£2,173.65	£79.57	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 58 Rechargeable Works	Rechargeable Works	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	£1,717.90	£1,783.18	£65.28	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 59 Rechargeable Works	Rechargeable Works	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	£355.68	£369.19	£13.52	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 60 Rechargeable Works	Rechargeable Works	Provide traffic flow data from automatic traffic counters or previously conducted manual counts	Each	£435.63	£452.18	£16.55	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 61 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major PAA	per permit	£105.00	£105.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 62 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major	per permit	£240.00	£240.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 63 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Standard	per permit	£130.00	£130.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 64 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Minor	per permit	£65.00	£65.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 65 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Immediate	per permit	£60.00	£60.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 66 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Permit Variation	per permit	£45.00	£45.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 67 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major PAA	per permit	£75.00	£75.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 68 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major	per permit	£150.00	£150.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 69 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Standard	per permit	£75.00	£75.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 70 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Minor	per permit	£45.00	£45.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 71 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Immediate	per permit	£40.00	£40.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 72 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Permit Variation	per permit	£35.00	£35.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 73 Rechargeable Works	Rechargeable Works	Permit Scheme Fixed Penalty Notice for failure to apply for a permit before commencing works	Per failure	£300.00	£300.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 74 Rechargeable Works	Rechargeable Works	Permit Scheme Fixed Penalty Notice for failure to comply with a permit condition	Per failure	£80.00	£80.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 75 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - material and depth failure	Per failure	£140.32	£140.32	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 76 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 1 layer	Per failure	£181.37	£181.37	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 77 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 2 layers	Per failure	£224.81	£224.81	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 78 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 3 layers	Per failure	£268.24	£268.24	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 79 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 4 layers	Per failure	£311.68	£311.68	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 80 Rechargeable Works	Rechargeable Works	Commutated Sums for Highways	Unit depends on the Assets Adopted	Commutated Sum rates calculated based on ADEPT Guidelines	Commutated Sum rates calculated based on ADEPT Guidelines	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 81 - Highways	Highways	Consideration of a request to construct a vehicle crossover, where works are arranged by the authority via the highways term contractor where the contractor is already onsite undertaking a footway relay.	Each	£0.00	£139.45	£139.45	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge

Activities	2019/20 (Current)						2020/21 Proposed																	
	Adult Non Member	FAB Card Adult	FAB Card Adult Concession	Jnr Non Mem	FAB Card Jnr	FAB Card Jnr Concession	Adult Non Member	£ Increase	% Increase	FAB Card Adult	£ Increase	% Increase	FAB Card Adult Con	£ Increase	% Increase	Jnr Non Mem	£ Increase	% Increase	FAB Card Jnr	£ Increase	% Increase	FAB Card Jnr Con	£ Increase	% Increase
Swimming																								
Casual Swim - all sessions	£6.75	£4.75	£2.90	£4.15	£2.80	£2.10	£6.85	£0.10	1.5%	£4.80	£0.05	1.1%	£2.95	£0.05	1.7%	£4.20	£0.05	1.2%	£2.84	£0.04	1.4%	£2.13	£0.03	1.4%
Tots Water World	£8.00	£5.50	£3.95				£8.10	£0.10	1.3%	£5.55	£0.05	0.9%	£4.00	£0.05	1.3%									
Health & Fitness																								
Fitness Induction - (All Centres)		£33.25	£17.30		£17.35	£12.35				£33.80	£0.55	1.7%	£17.60	£0.30	1.7%				£17.65	£0.30	1.7%	£12.55	£0.20	1.6%
Fitness Induction and Programme - (All Centres)		£40.70	£21.25		£20.40	£14.55				£41.40	£0.70	1.7%	£21.60	£0.35	1.6%				£20.75	£0.35	1.7%	£14.80	£0.25	1.7%
Casual Gym (All Centres)		£8.90	£4.55		£4.55	£3.15				£9.05	£0.15	1.7%	£4.60	£0.05	1.1%				£4.60	£0.05	1.1%	£3.20	£0.05	1.6%
Group Exercise Class (All Centres)	£12.35	£8.80	£4.55				£12.55	£0.20	1.6%	£8.95	£0.15	1.7%	£4.60	£0.05	1.1%									
Water Aerobics Class (1 hr) all centres	£10.30	£7.20	£4.40				£10.45	£0.15	1.5%	£7.30	£0.10	1.4%	£4.45	£0.05	1.1%									
Racket Sports																								
Table Tennis - per table	£12.15	£8.50	£6.25	£7.80	£6.25	£3.85	£12.35	£0.20	1.6%	£8.60	£0.10	1.2%	£6.35	£0.10	1.6%	£7.90	£0.10	1.3%	£6.35	£0.10	1.6%	£3.90	£0.05	1.3%
Badminton - per court	£18.20	£12.55	£9.65	£9.60	£6.50	£4.75	£18.50	£0.30	1.6%	£12.75	£0.20	1.6%	£9.80	£0.15	1.6%	£9.75	£0.15	1.6%	£6.60	£0.10	1.5%	£4.80	£0.05	1.1%
Tennis - 1 hour per court (Burnt Oak & New Barnet)	£9.35	£6.30	£4.60	£4.75	£3.20	£2.25	£9.50	£0.15	1.6%	£6.40	£0.10	1.6%	£4.65	£0.05	1.1%	£4.80	£0.05	1.1%	£3.25	£0.05	1.6%	£2.28	£0.03	1.3%
Multi Use Games Area																								
MUGA - 1 hour (Burnt Oak)	£9.35	£6.30	£4.60	£4.75	£3.20	£2.25	£9.50	£0.15	1.6%	£6.40	£0.10	1.6%	£4.65	£0.05	1.1%	£4.80	£0.05	1.1%	£3.25	£0.05	1.6%	£2.28	£0.03	1.3%
Ball Sports (Sports Hall Hire)																								
Football / Full Hall (Hendon & Cophall)	£77.30						£78.60	£1.30	1.7%															
Football / Full Hall (Burnt Oak)	£57.25						£58.20	£0.95	1.7%															
Basketball / Half Hall (Hendon & Cophall)	£31.05						£31.55	£0.50	1.6%															
Basketball / Half Hall (Burnt Oak)	£27.90						£28.35	£0.45	1.6%															
Courses																								
Gymnastics 1 hour - Hendon only					£8.00	£5.60													£8.10	£0.10	1.3%	£5.65	£0.05	0.9%
Gymnastics 1 hour					£6.50	£4.90													£6.60	£0.10	1.5%	£4.95	£0.05	1.0%
Football 1 hour					£6.90	£5.00													£7.00	£0.10	1.4%	£5.05	£0.05	1.0%
Badminton 1 hour					£6.90	£5.00													£7.00	£0.10	1.4%	£5.05	£0.05	1.0%
Trampoline 1 hour - Hendon only					£8.00	£5.60													£8.10	£0.10	1.3%	£5.65	£0.05	0.9%
Tennis 1 hour					£8.70	£6.10													£8.85	£0.15	1.7%	£6.20	£0.10	1.6%
Pilates 1 hour		£8.80	£6.75							£8.95	£0.15	1.7%	£6.85	£0.10	1.5%									
Swimming 30 mins		£7.25	£5.10		£7.20	£5.05				£7.35	£0.10	1.4%	£5.15	£0.05	1.0%				£7.30	£0.10	1.4%	£5.10	£0.05	1.0%
Swimming 45 mins		£7.55	£5.30		£7.45	£5.10				£7.65	£0.10	1.3%	£5.35	£0.05	0.9%				£7.55	£0.10	1.3%	£5.15	£0.05	1.0%
Drop In Sessions																								
Gymnastics Session - Adults	£14.05	£9.60	£7.00				£14.25	£0.20	1.4%	£9.75	£0.15	1.6%	£7.10	£0.10	1.4%									
Burnt Oak - Floodlit artificial (5-a-side) 1hr		£45.75	£22.90							£46.55	£0.80	1.7%	£23.30	£0.40	1.7%									
Burnt Oak - Floodlit artificial (7-a-side) 1hr		£66.10	£38.15							£67.20	£1.10	1.7%	£38.80	£0.65	1.7%									
Burnt Oak - Grass Pitch (junior) 7-a-side		£29.45								£29.95	£0.50	1.7%												
Burnt Oak - Grass Pitch (junior) 11-a-side		£38.30								£38.95	£0.65	1.7%												
Toddlers' World sibling price at Burnt Oak				£2.30	£2.30	£2.30										£2.34	£0.04	1.7%	£2.34	£0.04	1.7%	£2.34	£0.04	1.7%
Toddlers' World standard price at Burnt Oak (first child)				£5.90	£4.20	£2.90										£6.00	£0.10	1.7%	£4.25	£0.05	1.2%	£2.95	£0.05	1.7%
Toddlers World (Hendon)				£6.05	£4.35	£3.05										£6.15	£0.10	1.7%	£4.40	£0.05	1.1%	£3.10	£0.05	1.6%
Birthday Parties																								
Burnt Oak (Soft Play)	£177.00						£180.00	£3.00	1.7%															
Cophall (Soft Play)	£177.00						£180.00	£3.00	1.7%															
Cophall (Pool)	£173.00						£176.00	£3.00	1.7%															
New Barnet (Soft Play)	-						£180.00	£0.00	0.0%															
New Barnet (Pool)	£173.00						£176.00	£0.00	0.0%															
Finchley Lido (Pool)	£173.00						£176.00	£3.00	1.7%															
Badminton Club - Adult																								
Burnt Oak	£5.40	£3.50	£1.63				£5.45	£0.05	0.9%	£3.55	£0.05	1.4%	£1.65	£0.02	1.2%									
Creche																								
Burnt Oak		£4.25	£3.45							£4.30	£0.05	1.2%	£3.50	£0.05	1.4%									
Sauna																								
Finchley Lido	£11.75	£8.15	£4.30				£11.95	£0.20	1.7%	£8.25	£0.10	1.2%	£4.35	£0.05	1.2%									
Barnet Training Scheme																								
Seniors	£83.00						£84.40	£1.40	1.7%															
Age Group				£74.85												£76.10	£1.25	1.7%						
Junior Age				£61.65												£62.70	£1.05	1.7%						
Preliminary				£49.90												£50.75	£0.85	1.7%						
Sharks - £44.30				£46.05												£46.85	£0.80	1.7%						
Senior Club - £44.30	£46.05						£46.85	£0.80	1.7%															

Masters - £56.80	£59.10					£60.10	£1.00	1.7%											
Masters 60+ - £43.70	£45.45					£46.20	£0.75	1.7%											
Dolphins - £37.65			£39.15										£39.80	£0.65	1.7%				
Stingray - £29.60			£31.00										£31.50	£0.50	1.6%				
Junior Club - £37.65			£39.15										£39.80	£0.65	1.7%				
Diving Seniors - £88.85			£92.45										£94.00	£1.55	1.7%				
Diving Int - £69.15			£71.95										£73.15	£1.20	1.7%				
Diving Junior - £49.30			£51.30										£52.15	£0.85	1.7%				

Fees and Charges 2020/21

Department: **Re**
 Area: **Planning**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 1 Planning Policy Publications	Planning	Planning Briefs & Supplementary Planning Guidance	Each	£44.25	£45.00	£0.75	1.69%		
Re	PL 2 Planning Policy Publications	Planning	(for residents only)	Each	£18.50	£18.50	£0.00	0.00%		
Re	PL 3 Planning Conservation Publications	Planning	Conservation Area Character Appraisals	Each (sub areas within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£37.00	£37.50	£0.50	1.35%		
Re	PL 4 Planning Conservation Publications	Planning	(for residents only)	Each. Each sub area within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document.	£18.50	£18.50	£0.00	0.00%		
Re	PL 5 Planning Conservation Publications	Planning	Statutory List of Buildings of special architectural or historic interest	Each	£45.30	£46.00	£0.70	1.55%		
Re	PL 6 Planning Conservation Publications	Planning	(for residents only)	Each	£24.20	£24.50	£0.30	1.24%		
Re	PL 7 Planning Conservation Publications	Planning	Schedule of Building of local or historic interest	Each	£38.00	£38.50	£0.50	1.32%		
Re	PL 8 Planning Conservation Publications	Planning	(for residents only)	Each	£18.50	£18.50	£0.00	0.00%		
Re	PL 9 Planning Conservation Publications	Planning	Statutory List extracts	Each	£23.70	£24.00	£0.30	1.27%		
Re	PL 10 Planning Conservation Publications	Planning	One building per extra copy	Each	£18.50	£18.50	£0.00	0.00%		
Re	PL 11 Planning Conservation Publications	Planning	Article 4 Directions per area	Each	£35.00	£35.50	£0.50	1.43%		
Re	PL 12 Planning Conservation Publications	Planning	Conservation Area Maps	Each	£44.30	£45.00	£0.70	1.58%		
Re	PL 13 Planning Conservation Publications	Planning	(for residents only)	Each	£24.70	£25.00	£0.30	1.21%		
Re	PL 14 Planning Development Control Documents	Planning	Copies of Planning Decisions	Each	£31.90	£32.50	£0.60	1.88%		
Re	PL 15 Planning Development Control Documents	Planning	Copies of Enforcement Notices	Each	£31.90	£32.00	£0.10	0.31%		
Re	PL 16 Planning Development Control Documents	Planning	Weekly list of Planning applications per area by email	Each	Free	Free	N/A	N/A		
Re	PL 17 Planning Development Control Documents	Planning	Tree Preservation Order Full Document	Each	£30.90	£31.00	£0.10	0.32%		
Re	PL 18 Planning Development Control Documents	Planning	Tree Preservation Order Extract	Each	£15.90	£16.00	£0.10	0.63%		
Re	PL 19 All Planning and Building Control Services	Planning	Photocopying per A3 copy	Each	£1.50	£1.50	£0.00	0.00%		
Re	PL 20 All Planning and Building Control Services	Planning	Photocopying per A4 copy	Each	£1.00	£1.00	£0.00	0.00%		

Re	PL 21 Reproduction of maps/drawings	Planning	Photocopy A1-A0	Each	£23.00	£23.50	£0.50	2.17%	
Re	PL 22 Reproduction of maps/drawings	Planning	Photocopy A2	Each	£17.50	£18.00	£0.50	2.86%	
Re	PL 23 Reproduction of maps/drawings	Planning	A3	Each	£1.50	£0.00	-£1.50	-100.00%	Delete charge
Re	PL 24 Reproduction of maps/drawings	Planning	A4	Each	£1.00	£0.00	-£1.00	-100.00%	Delete charge
Re	PL 25 Cancellation of application / Withdrawal	Planning	Charge made for withdrawal of application post registration prior to consideration by a planning officer	Each	25% of application fee	25% of application fee	N/A	N/A	
Re	PL 26 Electronic copies of applications	Planning	Per CD / USB Stick	Each	£37.00	£37.50	£0.50	1.35%	
Re	PL 27 Electronic copies of applications	Planning	Either of the above (for residents only)	Each	£18.50	£18.50	£0.00	0.00%	
Re	PL 28 Historic Planning Information	Planning	File retrieval from archive	Each	£18.50	£18.50	£0.00	0.00%	
Re	PL 29 Historic Planning Information	Planning	(for residents only for applications decided before 1 Jan 200) Requests for files may take a month to process as the files are archived off site.	Each	£12.30	£12.50	£0.20	1.63%	
Re	PL 30 Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice	Each	£463.50	£470.50	£7.00	1.51%	
Re	PL 31 Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice – one hour meeting included	Each	£544.80	£545.00	£0.20	0.04%	
Re	PL 32 Enforcement Specific Charges	Planning	Consideration of clauses in a S106 obligation	per hour	£367.50	£370.00	£2.50	0.68%	
Re	PL 33 Enforcement Specific Charges	Planning	Enforcement meeting (at the Head of Development Management's discretion)	per hour	£85.50	£87.00	£1.50	1.75%	
Re	PL 34 Correspondence requiring research to answer	Planning	Correspondence requiring research to answer	Per question per address	£85.50 per question per address	£25.00 per hour	n/a revised basis for charging	n/a revised basis for charging	Revised basis for charging in 20/21
Re	PL 35 Correspondence requiring research to answer	Planning	Enforcement Enquiry per question per address	Per question per address	£85.50 per question per address	£25.00 per hour	n/a revised basis for charging	n/a revised basis for charging	Revised basis for charging in 20/21
Re	PL 36 High Hedge Complaints	Planning	High Hedge Complaint Investigation (50% discount for income support)	Per address	£664.00	£675.50	£11.50	1.73%	
Re	PL 37 Postage	Planning	Postage A5 letter	Each	£2.15	£2.20	£0.05	2.33%	
Re	PL 38 Postage	Planning	Postage A4 package	Each	£6.60	£6.70	£0.10	1.52%	
Re	PL 39 Postage	Planning	Postage A4 letter	Each	£4.40	£4.50	£0.10	2.27%	
Re	PL 40 Planning Advice Charges (Pre-Application Advice)	Planning	Category A (Complex - 150+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£10,330.00	£10,516.00	£186.00	1.80%	
Re	PL 41 Planning Advice Charges (Pre-Application Advice)	Planning	Category B (Complex - 100+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£8,033.00	£8,178.00	£145.00	1.81%	
Re	PL 42 Planning Advice Charges (Pre-Application Advice)	Planning	Category C (Major 10 - 99 residential units or 1000m2 - 3999m2 of commercial floor space)	Initial meeting	£5,740.00	£5,850.00	£110.00	1.92%	Merged with Category D to reflect complexity of application type and average charges across London local authorities
Re	PL 43 Planning Advice Charges (Pre-Application Advice)	Planning	Category D (OLD) (Major - 10-24 residential units or 1000m2-2000m2 commercial floor space)	Initial meeting	£3,090.00	£0.00	-£3,090.00	-100.00%	Delete charge
Re	PL 44 Planning Advice Charges (Pre-Application Advice)	Planning	Category D (Minor - 2-9 residential units, 100m2-900m2 commercial floor space) HMO's (100m2 - 999m2)	Initial meeting	£1,761.00	£1,793.00	£32.00	1.82%	
Re	PL 45 Planning Advice Charges (Pre-Application Advice)	Planning	Category E (Minor - 2-4 residential units, 100m2-999m2 commercial floor space) HMO above 100m2	Written Advice only, no meeting	£942.50	£959.00	£16.50	1.75%	

Re	PL 46 Planning Advice Charges (Pre-Application Advice)	Planning	Category F (Creation of one residential unit: creation of one additional residential house or flat; The replacement of an existing residential unit; The conversion of 1 property into 2 residential units, including demolition and rebuild not within a conservation area	Written Advice only, no meeting	£312.00	£318.00	£6.00	1.92%		
Re	PL 47 Planning Advice Charges (Pre-Application Advice)	Planning	Category G Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues with meeting including Heritage Officer	Initial meeting	£947.50	£965.00	£17.50	1.85%		
Re	PL 48 Planning Advice Charges (Pre-Application Advice)	Planning	Category H Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues	Written Advice only, no meeting	£669.50	£682.00	£12.50	1.87%		
Re	PL 49 Planning Advice Charges (Pre-Application Advice)	Planning	Category I Small scale development: Small extensions/ alterations (including advertisements) to commercial or similar premises below the threshold of category G; Small changes of use to such premises below the threshold of category G Other small scale developments below the threshold of category G HMO below 100m2	Written Advice only, no meeting	£226.50	£228.00	£1.50	0.66%		
Re	PL 50 Planning Advice Charges (Pre-Application Advice)	Planning	Category J Householder development: Extensions or alterations to a single residential unit	Written Advice only, no meeting	£123.50	£126.00	£2.50	2.02%		
Re	PL 51 Planning Advice Charges (Pre-Application Advice)	Planning	Category K Householder development: Extensions or alterations to a single residential unit with heritage issues	Written Advice only, no meeting	£185.40	£189.00	£3.60	1.94%		
Re	PL 52 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Case Officer up to Principal Planner	Per hour	£245.00	£250.00	£5.00	2.04%		
Re	PL 53 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Team Leader/Manager	Per hour	£306.00	£312.00	£6.00	1.96%		
Re	PL 54 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Service Heads and Directors	Per hour	£367.50	£375.00	£7.50	2.04%		
Re	PL 55 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Specialist Advice (egg: Trees, Conservation & Design, Highways) Additional specialist advice available	Per hour	£306.00	£312.00	£6.00	1.96%		
Re	PL 56 Additional Services	Planning	Choice of case officer (up to senior only) 10% on category charge - minimum charge listed	Per application	£55.00	£56.00	£1.00	1.82%	Added level of officer available	
Re	PL 57 Additional Services	Planning	Choice of case officer (Principal or above) 20% on category charge - minimum charge listed	Per application	£55.00	£57.00	£2.00	3.64%	Added level of officer available	Increased to recover costs of very senior officers considering basic applications that could be dealt with by junior officers
Re	PL 58 Additional Services	Planning	Consultation/meeting in relation to proposed tree work, with written notes	Base fee	£458.50	£467.00	£8.50	1.85%		
Re	PL 59 Additional Services	Planning	cost per additional tree with the above service	Per tree	£51.50	£52.00	£0.50	0.97%		
Re	PL 60 Fast Track - householder applications	Planning	Service 1 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		£384.00	£391.00	£7.00	1.82%		
Re	PL 61 Fast Track - householder applications	Planning	Service 2 Visit to site within 5 working days of registration - only where Service 1 is taken		£110.00	£112.00	£2.00	1.82%		

Re	PL 62 Fast Track - householder applications	Planning	Service 3 a - Registration of application within 1 day b - Review of the information submitted with the application within 2 working days of the site visit, if Service 2 accepted, or 7 working days from 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		£314.00	£320.00	£6.00	1.91%		
Re	PL 63 Fast Track - householder applications	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)		£669.50	£682.00	£12.50	1.87%		
Re	PL 64 Fast Track - householder applications	Planning	Additional and faster services		On request	On request	N/A	N/A		
Re	PL 65 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 5 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		£109.50	£112.00	£2.50	2.28%		
Re	PL 66 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 6 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 10 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£278.00	£283.00	£5.00	1.80%		
Re	PL 67 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 7 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 5 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£329.50	£336.00	£6.50	1.97%		

Re	PL 68 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 8 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 2 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£437.50	£446.00	£8.50	1.94%	
Re	PL 69 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 9 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£659.00	£671.00	£12.00	1.82%	
Re	PL 70 Fast Track - conditions and certificate of lawfulness applications	Planning	Additional and faster services		On request	On request	N/A	N/A	
Re	PL 71 Fast Track - Office to Residential Prior Notifications	Planning	Service 10 a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours c - Provision of an officer's recommendation within 4 weeks of validation		£378.50	£386.00	£7.50	1.98%	
Re	PL 72 Fast Track - Office to Residential Prior Notifications	Planning	Service 11 Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.		£81.00	£83.00	£2.00	2.47%	
Re	PL 73 Fast Track - Office to Residential Prior Notifications	Planning	Additional and faster services		On request	On request	N/A	N/A	
Re	PL 74 Fast Track - Larger Home Extensions Prior Notifications	Planning	Service 12 - Larger homes a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours c - Provision of an officer's recommendation within 5 weeks of validation		£206.00	£210.00	£4.00	1.94%	
Re	PL 75 Fast Track - Larger Home Extensions Prior Notifications	Planning	Additional and faster services		On request	On request	N/A	N/A	
Re	PL 76 Fast Track - Small Minor Applications and Variation of Conditions 1 - 4 residential units / 100m2 - 999m2	Planning	Service 13 a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours		£211.00	£215.00	£4.00	1.90%	
Re	PL 77 Fast Track - Small Minor Applications and Variation of Conditions 1 - 4 residential units / 100m2 - 999m2	Planning	Service 14 - only available if service 13 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.		£316.00	£322.00	£6.00	1.90%	
Re	PL 78 Fast Track - Small Minor Applications and Variation of Conditions 1 - 4 residential units / 100m2 - 999m2	Planning	Service 15 Provision of an officer's recommendation within 5 weeks of validation. 1 - 4 residential units / 100m2 - 999m2		£211.00	£215.00	£4.00	1.90%	

Re	PL 79 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Service 16 a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours		£314.00	£320.00	£6.00	1.91%	
Re	PL 80 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Service 17 - only available if service 16 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.		£437.50	£446.00	£8.50	1.94%	
Re	PL 81 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Service 18 Provision of an officer's recommendation within 5 weeks of validation.		£314.00	£320.00	£6.00	1.91%	
Re	PL 82 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Additional and faster services		On request	On request	N/A	N/A	
Re	PL 83 Fast Track - Pre-Application advice Category A and B	Planning	Tailored service - Quote provided on request		On request	On request	N/A	N/A	
Re	PL 84 Fast Track - Pre-Application advice Category C	Planning	Tailored service - Quote provided on request		On request	£0.00	N/A	N/A	Delete - as old Category C and D have been merged.
Re	PL 85 Fast Track - Pre-Application advice Category D, E and F	Planning	Service 19 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	N/A	N/A	
Re	PL 86 Fast Track - Pre-Application advice Category D, E and F	Planning	Service 20 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	N/A	N/A	
Re	PL 87 Fast Track - Pre-Application advice Category D, E and F	Planning	Service 21 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	N/A	N/A	
Re	PL 88 Fast Track - Pre-Application advice Category D, E and F	Planning	Additional and faster services on request		On request	On request	N/A	N/A	
Re	PL 89 Fast Track - Pre-Application advice Categories G and J	Planning	Service 22 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	N/A	N/A	
Re	PL 90 Fast Track - Pre-Application advice Categories G and J	Planning	Service 23 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	N/A	N/A	
Re	PL 91 Fast Track - Pre-Application advice Categories G and J	Planning	Service 24 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	N/A	N/A	
Re	PL 92 Fast Track - Pre-Application advice Categories G and J	Planning	Service 25 Provision of written notes within 6 working days of meeting		£56.60	£58.00	£1.40	2.47%	
Re	PL 93 Fast Track - Pre-Application advice Categories G and J	Planning	Service 26 Provision of written notes within 3 working days of meeting		£110.00	£112.00	£2.00	1.82%	
Re	PL 94 Fast Track - Pre-Application advice Categories G and J	Planning	Service 27 Provision of written notes within 6 working days of request (when no meeting is required)		£110.00	£112.00	£2.00	1.82%	

Re	PL 95 Fast Track - Pre-Application advice Categories G and J	Planning	Service 28 Provision of written notes within 3 working days of request (when no meeting is required)		£214.00	£218.00	£4.00	1.87%	
Re	PL 96 Fast Track - Pre-Application advice Categories G and J	Planning	Additional and faster services on request		On request	On request	N/A	N/A	
Re	PL 97 Fast Track - Category K	Planning	Service 29 Accelerated offer of meeting at our offices (or on site) within 6 working days		£164.50	£168.00	£3.50	2.13%	
Re	PL 98 Fast Track - Category K	Planning	Service 30 Accelerated offer of meeting at our offices (or on site) within 3 working days		£329.50	£336.00	£6.50	1.97%	
Re	PL 99 Fast Track - Category K	Planning	Service 31 Accelerated offer of meeting at our offices (or on site) within 1 working days		£551.00	£561.00	£10.00	1.81%	
Re	PL 100 Fast Track - Category K	Planning	Service 32 Provision of written notes within 6 working days of meeting		£21.60	£22.00	£0.40	1.85%	
Re	PL 101 0 Fast Track - Category K	Planning	Service 33 Provision of written notes within 3 working days of meeting		£82.40	£84.00	£1.60	1.94%	
Re	PL 102 1 Fast Track - Category K	Planning	Service 34 Provision of written notes within 1 working days of meeting		£164.80	£168.00	£3.20	1.94%	
Re	PL 103 2 Fast Track - Category K	Planning	Service 35 Provision of written notes within 6 working days (when no meeting is required)		£80.80	£83.00	£2.20	2.72%	
Re	PL 104 3 Fast Track - Category K	Planning	Service 36 Provision of written notes within 3 working days (when no meeting is required)		£161.00	£164.00	£3.00	1.86%	
Re	PL 105 4 Fast Track - Category K	Planning	Service 37 Provision of written notes within 1 working day (when no meeting is required)		£322.40	£329.00	£6.60	2.05%	
Re	PL 106 5 Fast Track - Category K	Planning	Additional and faster services on request		On request	On request	N/A	N/A	
Re	PL 107 6 Fast Track - Additional Services	Planning	Service 38 10 to 24 residential units or 1000-1999 m2 commercial floorspace		£6,695.00	£6,816.00	£121.00	1.81%	
Re	PL 108 7 Fast Track - Additional Services	Planning	Service 39 25 to 49 residential units or 2000-3999m2 commercial floorspace		£9,991.00	£10,171.00	£180.00	1.80%	

Fees and Charges 2020/21

Department: **Re**
 Area: **Land Charges**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	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		£222.26	£230.00	£7.74	3.48%		Nationally set fee/cost recovery
Re	LC 2 Land Charges	Land Charges	Expedited 24 hr Full Search		£267.13	£276.00	£8.87	3.32%		Nationally set fee/cost recovery
Re	LC 3 Land Charges	Land Charges	Certificate of Search (LLC1)		£72.00	£74.50	£2.50	3.47%		Rule 14 and Schedule 3 item 6(b)(ii) Local Land Charges Rules 1977/985
Re	LC 4 Land Charges	Land Charges	Additional Enquiries (each)		£49.04	£50.75	£1.71	3.48%		s.5-8 Local Authorities (England)(Charges for Property Searches) Regulations 2008
Re	LC 5 Land Charges	Land Charges	Extra Parcels of Land (each)		£49.04	£50.75	£1.71	3.48%		Rule 14 and Schedule 3 item 6(b)(ii) Local Land Charges Rules 1977/985
Re	LC 6 Land Charges	Land Charges	CON29 ONLY		£150.26	£155.00	£4.74	3.16%		s.5-8 Local Authorities (England)(Charges for Property Searches) Regulations 2008
Re	LC 7 Land Charges	Land Charges	Search refresh - within 93 days of original search		£94.43	£97.50	£3.07	3.25%		Nationally set fee/cost recovery
Online Search - via NLIS										
Re	LC 8 Land Charges	Land Charges	NLIS full search		£218.08	£225.00	£6.92	3.17%		Nationally set fee/cost recovery
Re	LC 9 Land Charges	Land Charges	NLIS LLC1		£70.52	£73.00	£2.48	3.52%		Rule 14 and Schedule 3 item 6(b)(i) Local Land Charges Rules 1977/985

Re	LC 10 Land Charges	Land Charges	NLIS CON 29		£147.55	£152.50	£4.95	3.36%		s.5-8 Local Authorities (England)(Charges for Property Searches) Regulations 2008
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.		-10%	-10%	£0.00	0.00%		Nationally set fee/cost recovery
Personal Searches										
One Parcel of Land (view only)										
Re	LC 12 Land Charges	Land Charges	One Parcel of Land (copy of documentation provided)		£27.65	£28.50	£0.85	3.07%		s.8 Environmental Information Regulations 2004
Re	LC 13 Land Charges	Land Charges	Extra Parcels of Land (each)		£1.53	£1.55	£0.02	1.01%		s.8 Environmental Information Regulations 2004
Copy of Official Documentation										
Re	LC 14 Land Charges	Land Charges	Copies of Planning Decisions	Each	£30.83	£31.75	£0.92	2.97%		Cost recovery
Re	LC 15 Land Charges	Land Charges	Copies of Enforcement Notices	Each	£30.83	£31.75	£0.92	2.97%		Town and Country Planning Act 1990 s.188
Re	LC 16 Land Charges	Land Charges	Tree Preservation Order Full Document	Each	£30.83	£31.75	£0.92	2.97%		Town and Country Planning (Tree Preservation)(England) Regulations 2012/605 Article 8
Re	LC 17 Land Charges	Land Charges	Listed Buildings	Each	£44.45	£46.00	£1.55	3.49%		Planning (Listed Buildings and Conservation Areas) Act 1990 s.2
Re	LC 18 Land Charges	Land Charges	Light Obstruction Notices	Each	£41.22	£42.50	£1.28	3.11%		Local Land Charges Rules 1977/985, Rule 10 and Schedule 3 items 1-4
Re	LC 19 Land Charges	Land Charges	Repair Notices	Each	£39.33	£40.75	£1.42	3.60%		Such fee as may be reasonable according to the time and work involved
Re	LC 20 Land Charges	Land Charges	Improvement Grants	Each	£39.33	£40.50	£1.17	2.96%		Such fee as may be reasonable according to the time and work involved
Re	LC 21 Land Charges	Land Charges	Covenants	Each	£39.33	£40.50	£1.17	2.96%		Based on time and work involved
Re	LC 22 Land Charges	Land Charges	Agreements	Each	£53.22	£55.00	£1.78	3.35%		Based on time and work involved
Re	LC 23 Land Charges	Land Charges	Article 4 Directions	Each	£34.01	£35.00	£0.99	2.90%		Based on time and work involved
Re	LC 24 Land Charges	Land Charges	Duplicate Searches	Each	£50.97	£52.50	£1.53	3.01%		
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 25 Land Charges	Land Charges	(a) a planning permission *		£18.05	£18.50	£0.45	2.52%		S13A (1) Local Land Charges Act 1975
Re	LC 26 Land Charges	Land Charges	(b) a listed building consent *							
Re	LC 27 Land Charges	Land Charges	(c) a conservation area consent *							
Re	LC 28 Land Charges	Land Charges	(d) a certificate of lawfulness of existing use or development *							

Re	LC 29 Land Charges	Land Charges	(e) a certificate of lawfulness of proposed use or development *							
Re	LC 30 Land Charges	Land Charges	(f) building regulations approval		£18.05	£18.50	£0.45	2.52%		S13A (1) Local Land Charges Act 1975
Re	LC 31 Land Charges	Land Charges	(g) a building regulation completion certification							
Re	LC 32 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							
1.2. Planning designations and proposals										
Re	LC 33 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?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
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 34 Land Charges	Land Charges	(a) highways maintainable at public expense *		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 35 Land Charges	Land Charges	(b) subject to adoption and, supported by a bond and bond waver		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 36 Land Charges	Land Charges	c) to be made up by a local authority who will reclaim the cost from the frontages		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 37 Land Charges	Land Charges	(d) to be adopted by a local authority without reclaiming the cost from the frontages		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 38 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?		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1976
Re	LC 39 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?		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1977
Re	LC 40 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?		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1978
Re	LC 41 Land Charges	Land Charges	2.5 If so, please attach a plan showing the approximate route.		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1979
Other Matters										
3.1 Land required for public purposes										
Re	LC 42 Land Charges	Land Charges	Is the property included in the land required for public purposes?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.2 Land to be acquired for road works										
Re	LC 43 Land Charges	Land Charges	Is the property included in land to be acquired for road works?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.3 Drainage agreements and consents										
Do either of the following exist in relation to the property?										
(a) an agreement to drain buildings in combination into an existing sewer by means of a private sewer **										
(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? **										
3.4 Nearby road schemes										
Is the property (or will it be) within 200 metres of any of the following?										
Re	LC 44 Land Charges	Land Charges	(a) the centre line of a new trunk road or special road specified in any order, draft order or scheme		£18.57	£19.00	£0.43	2.33%		S13A (1) Local Land Charges Act 1975
Re	LC 45 Land Charges	Land Charges	(b) the centre line of a proposed alteration or improvement to an existing road involving construction of a subway, underpass flyover, footbridge, elevated road or duel carriageway		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975

Re	LC 46 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		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 47 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 of one or more additional traffic lanes.		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 48 Land Charges	Land Charges	(e) the centre line of the line proposed route of the new road under proposals published for public consultation		£12.20	£12.50	£0.30	2.42%		
Re	LC 49 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		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.5. Nearby railway schemes										
Re	LC 50 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?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
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 51 Land Charges	Land Charges	(a) permanent stopping up or diversion		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 52 Land Charges	Land Charges	(b) waiting or loading restrictions		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 53 Land Charges	Land Charges	(c) one way driving		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 54 Land Charges	Land Charges	(d) prohibition of driving		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 55 Land Charges	Land Charges	(e) pedestrianisation		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 56 Land Charges	Land Charges	(f) vehicle width or weight restriction		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 57 Land Charges	Land Charges	(g) traffic calming works including road humps		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 58 Land Charges	Land Charges	(h) residents parking controls		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 59 Land Charges	Land Charges	(i) minor road widening of improvement		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 60 Land Charges	Land Charges	(j) pedestrian crossings		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 61 Land Charges	Land Charges	(k) cycle tracks		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 62 Land Charges	Land Charges	(l) bridge building		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
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 63 Land Charges	Land Charges	(a) building works		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975

Re	LC 64 Land Charges	Land Charges	(b) environment		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 65 Land Charges	Land Charges	c) health and safety		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 66 Land Charges	Land Charges	(d) housing		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 67 Land Charges	Land Charges	(e) highways		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 68 Land Charges	Land Charges	(f) public health		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.8. Contravention of building regulations										
Re	LC 69 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?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
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 70 Land Charges	Land Charges	(a) an enforcement notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 71 Land Charges	Land Charges	(b) a stop notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 72 Land Charges	Land Charges	c) a listed building enforcement notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 73 Land Charges	Land Charges	(d) a breach of condition notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 74 Land Charges	Land Charges	(e) a planning contravention notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 75 Land Charges	Land Charges	(f) another notice relation to a breach of planning control		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 76 Land Charges	Land Charges	(g) a listed building repairs notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 77 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		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 78 Land Charges	Land Charges	(i) a building preservation notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 79 Land Charges	Land Charges	(j) a direction restricting permitted development		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 80 Land Charges	Land Charges	(k) an order revoking or modifying planning permission		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 81 Land Charges	Land Charges	(l) an order requiring discontinuance of use or alteration or removal of building works		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 82 Land Charges	Land Charges	(m) a tree preservation order		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 83 Land Charges	Land Charges	(n) proceedings to enforce a planning agreement or planning contribution		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.10 Community Infrastructure Levy										
Re	LC 84 Land Charges	Land Charges	(a) Is there a CIL charging schedule?		£17.50	£18.00	£0.50	2.86%		
Re	LC 85 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 86 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	£18.00	£0.50	2.86%		
Re	LC 87 Land Charges	Land Charges	(i) a liability notice?							
Re	LC 88 Land Charges	Land Charges	(ii) a notice of chargeable development?							
Re	LC 89 Land Charges	Land Charges	(iii) a demand notice?							
Re	LC 90 Land Charges	Land Charges	(iv) a default liability notice?							
Re	LC 91 Land Charges	Land Charges	(v) an assumption of liability notice?							

Re	LC 92 Land Charges	Land Charges	(vi) a commencement notice?							
Re	LC 93 Land Charges	Land Charges	(c) Has any demand notice been suspended?							
Re	LC 94 Land Charges	Land Charges	(d) Has the Local Authority received full or partial payment of any CIL liability?							
Re	LC 95 Land Charges	Land Charges	(e) Has the Local Authority received any appeal against any of the above?							
Re	LC 96 Land Charges	Land Charges	(f) Has a decision been taken to apply for a liability order?							
Re	LC 97 Land Charges	Land Charges	(g) Has a liability order been granted?							
Re	LC 98 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 99 Land Charges	Land Charges	(a) the making of the area a conservation area before 31 August 1974		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 100 Land Charges	Land Charges	(b) an unimplemented resolution to designate the area a conservation area		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.12 Compulsory purchase										
Re	LC 101 Land Charges	Land Charges	Has any enforceable order or decision been made to compulsorily purchase or acquire the property?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
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 102 Land Charges	Land Charges	(a) a contaminated land notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 103 Land Charges	Land Charges	(b) in relation to a register maintained under section 78R of the Environmental Protection Act 1990		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 104 Land Charges	Land Charges	(i) a decision to make an entry							
Re	LC 105 Land Charges	Land Charges	(ii) an entry							
Re	LC 106 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		£12.20	£12.50	£0.30	2.46%		S13A (1) Local Land Charges Act 1975
3.14 Radon gas										
Do records indicate that the property is in a 'Radon Affected Area' as identified by the Health Protection Agency?										
* Information available free of charge online										
3.15 Assets of Community Value										
Re	LC 107 Land Charges	Land Charges	(a) Has the property been nominated as an asset of community value?		£11.50	£11.75	£0.25	2.17%		
Re	LC 108 Land Charges	Land Charges	(i) Is it listed as an asset of community value?							
Re	LC 109 Land Charges	Land Charges	(ii) Was it excluded and placed on the "nominated but not listed" list?							
Re	LC 110 Land Charges	Land Charges	(iii) Has the listing expired?							
Re	LC 111 Land Charges	Land Charges	(iv) Is the Local Authority reviewing or proposing to review the listing?							
Re	LC 112 Land Charges	Land Charges	(v) Are there any subsisting appeals against the listing?							
Re	LC 113 Land Charges	Land Charges	(b) If the property is listed		£11.50	£11.75	£0.25	2.17%		
Re	LC 114 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 115 Land Charges	Land Charges	(ii) Has the Local Authority received a notice of disposal?							
Re	LC 116 Land Charges	Land Charges	(iii) Has an community interest group requested to be treated as a bidder?							
CON 290 Optional enquiries of the Local Authority (2007)										
Re	LC 117 Land Charges	Land Charges	4. Road proposals by private bodies		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975

Re	LC 118 Land Charges	Land Charges	5. Advertisements		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 119 Land Charges	Land Charges	6. Completion notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 120 Land Charges	Land Charges	7 Parks and Countryside		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 121 Land Charges	Land Charges	8. Pipelines		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 122 Land Charges	Land Charges	9. Houses in multiple occupation		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 123 Land Charges	Land Charges	10. Noise abatement		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 124 Land Charges	Land Charges	11. Urban development areas		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 125 Land Charges	Land Charges	12. Enterprise zones, Local Development Orders & BIDS		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 126 Land Charges	Land Charges	13. Inner urban improvement areas		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 127 Land Charges	Land Charges	14. Simplified planning zones		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 128 Land Charges	Land Charges	15. Land maintenance notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 129 Land Charges	Land Charges	16. Mineral Consultation and Safeguarding Areas		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 130 Land Charges	Land Charges	17. Hazardous substance consents		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 131 Land Charges	Land Charges	18. Environmental and pollution notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 132 Land Charges	Land Charges	19. Food safety notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 133 Land Charges	Land Charges	20. Hedgerow notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 134 Land Charges	Land Charges	21. Flood Defence and Land Drainage Consents		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 135 Land Charges	Land Charges	22. Common land and town or village greens		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975

Fees and Charges 2020/21

Department: **Re**
 Area: **Trading Standards and Licensing**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Weights and Measures Testing								£0.00		
Re	TSL 1 Trading Standards and Licensing	Trading Standards and Licensing	Linear Measure not exceeding 3m for each scale	Each	£13.75	£14.00	£0.25	1.82%		
Re	TSL 2 Trading Standards and Licensing	Trading Standards and Licensing	Capacity measures (without divisions or sub divisions) (not exceeding 1 L)	Each	£13.75	£14.00	£0.25	1.82%		
Re	TSL 3 Trading Standards and Licensing	Trading Standards and Licensing	Cubic Ballast measures (other than brim measures)	Each	£200.00	£205.00	£5.00	2.50%		
Petrol Pumps										
Re	TSL 4 Trading Standards and Licensing	Trading Standards and Licensing	1 meter test	Each	£154.00	£158.00	£4.00	2.60%		
Re	TSL 5 Trading Standards and Licensing	Trading Standards and Licensing	2 meter tests	Each	£255.00	£261.00	£6.00	2.35%		
Re	TSL 6 Trading Standards and Licensing	Trading Standards and Licensing	3 meter tests	Each	£320.00	£325.00	£5.00	1.56%		
Re	TSL 7 Trading Standards and Licensing	Trading Standards and Licensing	4 meter tests	Each	£403.00	£405.00	£2.00	0.50%		
Re	TSL 8 Trading Standards and Licensing	Trading Standards and Licensing	5 meter tests	Each	£488.00	£500.00	£12.00	2.46%		
Re	TSL 9 Trading Standards and Licensing	Trading Standards and Licensing	6 meter tests	Each	£577.00	£580.00	£3.00	0.52%		
Re	TSL 10 Trading Standards and Licensing	Trading Standards and Licensing	7 meter tests	Each	£667.00	£670.00	£3.00	0.45%		
Re	TSL 11 Trading Standards and Licensing	Trading Standards and Licensing	8 meter tests	Each	£129.00	£130.00	£1.00	0.78%		
Re	TSL 12 Trading Standards and Licensing	Trading Standards and Licensing	Multigrade type (price computing) single outlet	Each	£129.00	£130.00	£1.00	0.78%		
Re	TSL 13 Trading Standards and Licensing	Trading Standards and Licensing	Other types (price computing) single outlet	Each	£129.00	£130.00	£1.00	0.78%		
Re	TSL 14 Trading Standards and Licensing	Trading Standards and Licensing	Container type unsubdivided	Each	£87.00	£89.00	£2.00	2.30%		
Other types										
Re	TSL 15 Trading Standards and Licensing	Trading Standards and Licensing	Additional costs involved in testing ancillary equipment which require additional testing on site such as credit card acceptors	Per extra officer hour	£125.00	£128.00	£3.00	2.40%		
Measuring equipment										
Re	TSL 16 Trading Standards and Licensing	Trading Standards and Licensing	Not exceeding 150ml	Each	£21.00	£21.00	£0.00	0.00%		
Re	TSL 17 Trading Standards and Licensing	Trading Standards and Licensing	Other	Each	£38.00	£39.00	£1.00	2.63%		
Re	TSL 18 Trading Standards and Licensing	Trading Standards and Licensing	Weights	per Officer Hour	£125.00	£127.00	£2.00	1.60%		
Weighing instruments										
Re	TSL 19 Trading Standards and Licensing	Trading Standards and Licensing	<15kg	Each	£47.00	£48.00	£1.00	2.13%		
Re	TSL 20 Trading Standards and Licensing	Trading Standards and Licensing	15 - <100kg	Each	£65.00	£66.00	£1.00	1.54%		
Re	TSL 21 Trading Standards and Licensing	Trading Standards and Licensing	100kg - .250kg	Each	£91.00	£93.00	£2.00	2.20%		
Re	TSL 22 Trading Standards and Licensing	Trading Standards and Licensing	250 -< 1 tonne	Each	£148.00	£150.00	£2.00	1.35%		
Re	TSL 23 Trading Standards and Licensing	Trading Standards and Licensing	1 tonne - < 10 tonne	Each	£199.00	£200.00	£1.00	0.50%		
Re	TSL 24 Trading Standards and Licensing	Trading Standards and Licensing	10 tonne - < 30 tonne	Each	£416.00	£420.00	£4.00	0.96%		
Re	TSL 25 Trading Standards and Licensing	Trading Standards and Licensing	30 tonne - < 60 tonne	Each	£639.00	£640.00	£1.00	0.16%		
Re	TSL 26 Trading Standards and Licensing	Trading Standards and Licensing	Additional costs involved in testing instruments calibrated to weigh	Per additional hour	£125.00	£127.00	£2.00	1.60%		
Measuring equipment for measuring liquid fuels in excess of 100L dispensed from road tankers										
Re	TSL 27 Trading Standards and Licensing	Trading Standards and Licensing	Wet hose type, based on 2 liquids being used for testing	Each	£210.00	£215.00	£5.00	2.38%		
Re	TSL 28 Trading Standards and Licensing	Trading Standards and Licensing	Dry hose type, based on 2 liquids being used for testing	Each	£226.00	£230.00	£4.00	1.77%		
Dipstick measuring system										
Re	TSL 29 Trading Standards and Licensing	Trading Standards and Licensing	vhn	Each	£195.00	£200.00	£5.00	2.56%		
Re	TSL 30 Trading Standards and Licensing	Trading Standards and Licensing	Replacement dipsticks (including examination of compartment)	Each	£50.00	£51.00	£1.00	2.00%		
Re	TSL 31 Trading Standards and Licensing	Trading Standards and Licensing	> 7600L	Each	£186.50 plus up to £124	190 plus up to £125	£4.50	1.45%		
Re	TSL 32 Trading Standards and Licensing	Trading Standards and Licensing	Initial dipstick	Each	£24.00	£24.00	£0.00	0.00%		
Re	TSL 33 Trading Standards and Licensing	Trading Standards and Licensing	Spare dipstick	Each	£24.00	£24.00	£0.00	0.00%		

Other weighing or measuring equipment									
Re	TSL 34 Trading Standards and Licensing	Trading Standards and Licensing	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) during normal office hours	Per Officer Hour	£95.00	£97.00	£2.00	2.11%	
Re	TSL 35 Trading Standards and Licensing	Trading Standards and Licensing	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) outside of office hours	Per officer hour	£190.00	£192.00	£2.00	1.05%	
Fireworks									
Re	TSL 36 Trading Standards and Licensing	Trading Standards and Licensing	Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A	
Re	TSL 37 Trading Standards and Licensing	Trading Standards and Licensing	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A	
Re	TSL 38 Trading Standards and Licensing	Trading Standards and Licensing	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A	
Re	TSL 39 Trading Standards and Licensing	Trading Standards and Licensing	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A	
Re	TSL 40 Trading Standards and Licensing	Trading Standards and Licensing	Varying the name of licensee or address of site	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE	N/A	N/A	
Re	TSL 41 Trading Standards and Licensing	Trading Standards and Licensing	Transfer of licence	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE	N/A	N/A	
Re	TSL 42 Trading Standards and Licensing	Trading Standards and Licensing	Replacement of licence if lost	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE	N/A	N/A	
Re	TSL 43 Trading Standards and Licensing	Trading Standards and Licensing	Any other kind of variation	Per application	£36.00	£37.00	£1.00	2.78%	
Sex Establishments									
Re	TSL 44 Trading Standards and Licensing	Trading Standards and Licensing	Sex Establishments - new	Per application	2193 Fee 1. £1000 Fee 2 1193	2250 Fee 1. £1050 Fee 2 1200	£57.00	2.60%	
Re	TSL 45 Trading Standards and Licensing	Trading Standards and Licensing	Sex Establishments - renewal	Per application	2193 Fee 1. £1000 Fee 2 1193	2250 Fee 1. £1050 Fee 2 1200	£57.00	2.60%	
Hypnotism									
Re	TSL 46 Trading Standards and Licensing	Trading Standards and Licensing	Hypnotism	Per Event	£21.00	£21.50	£0.50	2.38%	
Street Trading									
Re	TSL 47 Trading Standards and Licensing	Trading Standards and Licensing	Street Trading – Permanent licences	Per application	£550 per annum fee 1. £100 Fee 2 £450	£550 per annum Fee 1. £100 Fee 2 £450	£0.00	0.00%	
Re	TSL 48 Trading Standards and Licensing	Trading Standards and Licensing	Street Trading – Temporary Licences	Per application	£400 per 6 months Fee1. £100 Fee2. £300 £180 up to 2 months Fee 1. £100 Fee2. £80	£400 per 6 months Fee1. £100 Fee2. £300 £180 up to 2 months Fee 1. £100 Fee2. £80	£0.00	0.00%	
Re	TSL 49 Trading Standards and Licensing	Trading Standards and Licensing	Casual temporary trader registration (12 months validity) £28.00	Per licence	£28.00	£0.00	-£28.00	-100.00%	Delete
Re	TSL 50 Trading Standards and Licensing	Trading Standards and Licensing	Provisional trader registration (6 weeks at same market, only 1 can be applied for per applicant. Thereafter a 12 month registration is required)	Per licence	£10.00	£0.00	-£10.00	-100.00%	Delete
Street Markets									
Re	TSL 51 Trading Standards and Licensing	Trading Standards and Licensing	Permanent Street Market Traders Licence	Per month	£15.00	£15.00	£0.00	0.00%	
Re	TSL 52 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. Per event up to 7 days	Per trader, per event	£18.00	£18.00	£0.00	0.00%	
Re	TSL 53 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. One day event	Per trader	£15.00	£15.00	£0.00	0.00%	
Re	TSL 54 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 2: More than 30 traders. Per event up to 7 days	Per trader. Per event	£12.00	£12.00	£0.00	0.00%	

Re	TSL 55 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 2: More than 30 traders. One Day event	Per trader	£10.00	£10.00	£0.00	0.00%		
Advertising board licence										
Re	TSL 56 Trading Standards and Licensing	Trading Standards and Licensing	License to place an Advertising or 'A' Board on the public highway	Per application	140 Fee 1 £100 fee 2 £40	140 Fee 1 £100 fee 2 £40	£0.00	0.00%		
Demarcation of Street Trading Pitches										
Re	TSL 57 Trading Standards and Licensing	Trading Standards and Licensing	Demarcation of a street trading pitch by insertion of studs into the footway or road	Per stud	£21.00	£21.50	£0.50	2.38%		
Scrap Metal										
Re	TSL 58 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence New	Per application	570 Fee 1 £100 fee 2 £470	595 Fee 1 £105 fee 2 £490	£1.04	0.18%		
Re	TSL 59 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence variation	Per application	230 Fee 1 £100 fee 2 £130	235 Fee 1 £105 fee 2 £130	£5.00	2.17%		
Re	TSL 60 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence Renewal	Per application	450 Fee 1 £100 fee 2 350 £6 discount if paid at the same time	465 Fee 1 £105 fee 2 360	£15.00	3.33%		
Re	TSL 61 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence Duplicate licence	Per application	£20.00	£20.50	£0.50	2.50%		
Re	TSL 62 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence - Change of details	Per application	£30.00	£31.00	£1.00	3.33%		
Re	TSL 63 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence New	Per application	265 Fee 1 £100 fee 2 £165	275 Fee 1 £105 fee 2 £170	£10.00	3.77%		
Re	TSL 64 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence Variation	Per application	130 Fee 1 £100 fee 2 £40	134 Fee 1 £105 fee 2 £39	£4.00	3.08%		
Re	TSL 65 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence renewal	Per application	200 Fee 1 £100 fee 2 £100	207.5 Fee 1 £105 fee 2 £102.5	£7.50	3.75%		
Re	TSL 66 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence duplicate	Per application	£20.00	£20.50	£0.50	2.50%		
Re	TSL 67 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence - Change of details	Per application	£30.00	£31.00	£1.00	3.33%		
Sports Grounds										
Re	TSL 68 Trading Standards and Licensing	Trading Standards and Licensing	Fee for issue/amendment of a safety certificate for a designated stand under Safety at Sports Ground Act 1975.	Per application	£3,161.00	£3,280.00	£119.00	3.76%		
Re	TSL 69 Trading Standards and Licensing	Trading Standards and Licensing	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: □ Total capacity of sport ground 500-999	Per application	£856.00	£885.00	£29.00	3.39%		
Re	TSL 70 Trading Standards and Licensing	Trading Standards and Licensing	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: □ Total capacity of sport ground 1000-4999	Per application	£1,549.00	£1,600.00	£51.00	3.29%		
Re	TSL 71 Trading Standards and Licensing	Trading Standards and Licensing	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: □ Total capacity of sport ground 5000-9999	Per application	£3,162.00	£3,275.00	£113.00	3.57%		
Re	TSL 72 Trading Standards and Licensing	Trading Standards and Licensing	Fees for transfer of either a regulated stand or safety certificate	Per application	£1,071.00	£1,110.00	£39.00	3.64%		
Re	TSL 73 Trading Standards and Licensing	Trading Standards and Licensing	Fee for replacement or cancellation of either a regulated stand or safety certificate	Per application	£52.00	£53.50	£1.50	2.88%		
Film classification										
Re	TSL 74 Trading Standards and Licensing	Trading Standards and Licensing	Fee for classification of a film	per film	£80.00	£100.00	£20.00	25.00%		
Gambling										
Re	TSL 75 Trading Standards and Licensing	Trading Standards and Licensing	New Bingo Premises	Per application	£1,100.00	£1,100.00	£0.00	0.00%		

Re	TSL 76 Trading Standards and Licensing	Trading Standards and Licensing	New Adult Gaming Centre	Per application	£1,100.00	£1,100.00	£0.00	0.00%	
Re	TSL 77 Trading Standards and Licensing	Trading Standards and Licensing	New Betting Premises Track	Per application	£1,100.00	£1,100.00	£0.00	0.00%	
Re	TSL 78 Trading Standards and Licensing	Trading Standards and Licensing	New Family Entertainment Centre	Per application	£1,100.00	£1,100.00	£0.00	0.00%	
Re	TSL 79 Trading Standards and Licensing	Trading Standards and Licensing	New Betting Premises (Other)	Per application	£1,100.00	£1,100.00	£0.00	0.00%	
Annual fees									
Re	TSL 80 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises annual fee		£580.00	£580.00	£0.00	0.00%	
Re	TSL 81 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre annual fee		£580.00	£580.00	£0.00	0.00%	
Re	TSL 82 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track annual fee		£580.00	£580.00	£0.00	0.00%	
Re	TSL 83 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre annual fee		£580.00	£580.00	£0.00	0.00%	
Re	TSL 84 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) annual fee		£580.00	£580.00	£0.00	0.00%	
Provisional Statement									
Re	TSL 85 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%	
Re	TSL 86 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%	
Re	TSL 87 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%	
Re	TSL 88 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%	
Re	TSL 89 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%	
Application Fee – Provisional Statement Holders									
Re	TSL 90 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	£0.00	0.00%	
Re	TSL 91 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	£0.00	0.00%	
Re	TSL 92 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	£0.00	0.00%	
Re	TSL 93 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	£0.00	0.00%	
Re	TSL 94 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	£0.00	0.00%	
Transfer									
Re	TSL 95 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises transfer	Per application	£1,060.00	£1,060.00	£0.00	0.00%	
Re	TSL 96 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre transfer	Per application	£1,060.00	£1,060.00	£0.00	0.00%	
Re	TSL 97 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track transfer	Per application	£950.00	£950.00	£0.00	0.00%	
Re	TSL 98 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre transfer	Per application	£950.00	£950.00	£0.00	0.00%	
Re	TSL 99 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) transfer	Per application	£2,060.00	£2,060.00	£0.00	0.00%	
Variation									
Re	TSL 100 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Variation	Per application	£1,020.00	£1,020.00	£0.00	0.00%	
Re	TSL 101 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Variation	Per application	£1,000.00	£1,000.00	£0.00	0.00%	
Re	TSL 102 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Variation	Per application	£1,020.00	£1,020.00	£0.00	0.00%	
Re	TSL 103 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Variation	Per application	£1,000.00	£1,000.00	£0.00	0.00%	
Re	TSL 104 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Variation	Per application	£1,020.00	£1,020.00	£0.00	0.00%	
Reinstatement									
Re	TSL 105 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%	
Re	TSL 106 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%	
Re	TSL 107 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%	
Re	TSL 108 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%	
Re	TSL 109 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Reinstatement	Per application	£6,000.00	£6,000.00	£0.00	0.00%	
Permit									
Re	TSL 110 Trading Standards and Licensing	Trading Standards and Licensing	Notification of change of circumstances fee – All Premises	Per application	£50.00	£50.00	£0.00	0.00%	
Re	TSL 111 Trading Standards and Licensing	Trading Standards and Licensing	Copy of Licence Fee – All Premises	Per application	£25.00	£25.00	£0.00	0.00%	
Re	TSL 112 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - New	Per application	£150.00	£150.00	£0.00	0.00%	
Re	TSL 113 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - Annual Fee	each	£50.00	£50.00	£0.00	0.00%	

Re	TSL 114 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - Variation	Per application	£100.00	£100.00	£0.00	0.00%		
Re	TSL 115 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - Transfer	Per application	£25.00	£25.00	£0.00	0.00%		
Re	TSL 116 Trading Standards and Licensing	Trading Standards and Licensing	Notification of two of less gaming machines	per notification	£50.00	£50.00	£0.00	0.00%		
Re	TSL 117 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - New	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 118 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Annual fee	each	£50.00	£50.00	£0.00	0.00%		
Re	TSL 119 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Variation	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 120 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - New	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 121 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Annual fee	each	£50.00	£50.00	£0.00	0.00%		
Re	TSL 122 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Variation	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 123 Trading Standards and Licensing	Trading Standards and Licensing	Prize Gaming Permit - New	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 124 Trading Standards and Licensing	Trading Standards and Licensing	Prize Gaming Permit - renewal	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 125 Trading Standards and Licensing	Trading Standards and Licensing	Prize Gaming Permit - Change of name	Per application	£25.00	£25.00	£0.00	0.00%		
Re	TSL 126 Trading Standards and Licensing	Trading Standards and Licensing	Unlicensed Family Entertainment Centres - New	Per application	£300.00	£300.00	£0.00	0.00%		
Re	TSL 127 Trading Standards and Licensing	Trading Standards and Licensing	Unlicensed Family Entertainment Centres - Renewal	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 128 Trading Standards and Licensing	Trading Standards and Licensing	Unlicensed Family Entertainment Centres - Change of Name	Per application	£25.00	£25.00	£0.00	0.00%		
Re	TSL 129 Trading Standards and Licensing	Trading Standards and Licensing	Copy of All Permits	Per application	£15.00	£15.00	£0.00	0.00%		
Re	TSL 130 Trading Standards and Licensing	Trading Standards and Licensing	Small Society Lottery - New registration	Per registration	£40.00	£40.00	£0.00	0.00%		
Re	TSL 131 Trading Standards and Licensing	Trading Standards and Licensing	Small society Lottery - Renewal	each	£20.00	£20.00	£0.00	0.00%		
Licensing Act 2003 Fees										
Re	TSL 132 Trading Standards and Licensing	Trading Standards and Licensing	New Premises Licence / Club Premises Certificate	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	£0.00	0.00%		
Re	TSL 133 Trading Standards and Licensing	Trading Standards and Licensing	Premises Licence / Club Premises Certificate - Provisional Statement	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	£0.00	0.00%		
Re	TSL 134 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club premises Certificate variation	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	£0.00	0.00%		
Re	TSL 135 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club premises Certificate - additional fees (new & variation)	Per application	£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people - £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64000	£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people - £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64000	£0.00	0.00%		
Re	TSL 136 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club Premises Certificate - Annual Fee	each	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351	£0.00	0.00%		

Re	TSL 137 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club premises Certificate - Annual fee additional fees	Per application	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people - £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people - £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64	£0.00	0.00%		
Re	TSL 138 Trading Standards and Licensing	Trading Standards and Licensing	Premises Licence - Transfer	Per application	£23.00	£23.00	£0.00	0.00%		
Re	TSL 139 Trading Standards and Licensing	Trading Standards and Licensing	Premises Licence - DPS variation	Per application	£23.00	£23.00	£0.00	0.00%		
Re	TSL 140 Trading Standards and Licensing	Trading Standards and Licensing	Temporary Event Notice/Late Temporary Event Notice	Per Notice	£21.00	£21.00	£0.00	0.00%		
Re	TSL 141 Trading Standards and Licensing	Trading Standards and Licensing	Personal Licence Application - New & Renewal	Per application	£37.00	£37.00	£0.00	0.00%		
Re	TSL 142 Trading Standards and Licensing	Trading Standards and Licensing	Duplicate copy of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	£0.00	0.00%		
Re	TSL 143 Trading Standards and Licensing	Trading Standards and Licensing	Change of details of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	£0.00	0.00%		
Re	TSL 144 Trading Standards and Licensing	Trading Standards and Licensing	Notification of Interest	per notification	£21.00	£21.00	£0.00	0.00%		
Re	TSL 145 Trading Standards and Licensing	Trading Standards and Licensing	Interim Authority Notice	per notification	£23.00	£23.00	£0.00	0.00%		
Re	TSL 146 Trading Standards and Licensing	Trading Standards and Licensing	Minor Variation Application	Per application	£89.00	£89.00	£0.00	0.00%		
Re	TSL 147 Trading Standards and Licensing	Trading Standards and Licensing	Minor Variation Application	Per application	£89.00	£89.00	£0.00	0.00%		
Assisted Licensing										
Re	TSL 148 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with scrap metal application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110	£0.00	0.00%		
Re	TSL 149 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with street trading application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110	£0.00	0.00%		
Re	TSL 150 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with temporary event notice application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50	£0.00	0.00%		
Re	TSL 151 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with transfer application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80	£0.00	0.00%		
Re	TSL 152 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with full variation application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300	£0.00	0.00%		
Re	TSL 153 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with DPS variation application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80	£0.00	0.00%		
Re	TSL 154 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with minor variation application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50	£0.00	0.00%		
Re	TSL 155 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with new premises licence application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300	£0.00	0.00%		
General Consultancy Fees										
Re	TSL 156 Trading Standards and Licensing	Trading Standards and Licensing	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120	£0.00	0.00%		
Re	TSL 157 Trading Standards and Licensing	Trading Standards and Licensing	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £120	£0.00	0.00%		
Primary authority work										
Re	TSL 158 Trading Standards and Licensing	Trading Standards and Licensing	Primary authority work	Per hour	Up to £58 per hour	Up to £60 per hour	£2.00	3.45%		
Fixed penalty notices under London Local Authority Act 1990 (as amended)										

Re	TSL 159 Trading Standards and Licensing	Trading Standards and Licensing	Penalty Charges Under the Energy Performance of Buildings (England and Wales) Regulations 2012	Per offence		As set by legislation - Currently The penalty charge specified in the notice shall be— (a)in relation to a breach of a duty under regulation 6(2), 6(5), 7(2), 7(3), 7(4), or 7(5), or of the EPC construction duty— (i)where the building is a dwelling, £200; (ii)where the building is not a dwelling, calculated in accordance with the formula in paragraph (2); (b)in relation to a breach of a duty under regulation 14(3)(a), £1000; (c)in relation to a breach of a duty under regulation 14(3)(b), £500; (d)in relation to a breach of a duty under regulation 18(1), 20(1), 20(2) or 20(3), up to—	£0.00	0.00%		New
Re	TSL 160 Trading Standards and Licensing	Trading Standards and Licensing	Fixed penalty notice under Section 52 Anti-social Behaviour, Crime and Policing Act 2014	Per offence		Section 34(1) £100 if paid within 14 days £60 Section 34(2) £125 if paid within 14 days £75 Section 34(3) £250 if paid within 14 days £150 Section 34(4) £100 if paid within 14 days £60 Section 38(1) £150 if paid within 14 days £90	£0.00	0.00%	Fee levels set by London Councils	New
Re	TSL 161 Trading Standards and Licensing	Trading Standards and Licensing	Fixed penalty notices under the London Local Authorities Act 2003 in relation to abatement notices served under Section 80 of the Environmental Protection Act 1990	per offence	Residential £100 Business/Trade/Industrial £400 If paid with 14 days: Residential £60 Business/Trade/Industrial £240	Residential £100 Business/Trade/Industrial £400 If paid with 14 days: Residential £60 Business/Trade/Industrial £240	£0.00	0.00%	Fee levels set by London Councils	
Re	TSL 162 Trading Standards and Licensing	Trading Standards and Licensing	monetary penalty for offences under Redress Schemes for Lettings Agency Work and Property Management Work Requirement to Belong to a Scheme etc) (England) Order 2014	per offence	Up to £5000	Up to £5000	£0.00	0.00%	Fee levels set by legislation	
Re	TSL 163 Trading Standards and Licensing	Trading Standards and Licensing	monetary penalty for offences under Chapter 3 of the Consumer Rights Act 2015 (Letting Agent	per offence	Up to £5000	Up to £5000	£0.00	0.00%	Fee levels set by legislation	
Re	TSL 164 Trading Standards and Licensing	Trading Standards and Licensing	Financial Penalties under the Tenants Fees Act 2019 (Charging unlawful fees)	per offence		First Offence - up to £5000 fine Further breach within 5 years Financial Penalties of up to £30000	£0.00	0.00%	Fee levels set by legislation	New
Re	TSL 165 Trading Standards and Licensing	Trading Standards and Licensing	Financial Penalties under the Tenants Fees Act 2019 (Unlawfully retaining the holding deposit)	per offence		up to £5000 fine	£0.00	0.00%	Fee levels set by legislation	New

Fees and Charges 2020/21

Department: **Re**
 Area: **Building Control**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Hourly Rate										
Re	BC 1 Building Control	Building Control	Fast track completion certificate		£165.00	£0.00	-£165.00	-100.00%	Delete	
Re	BC 2 Building Control	Building Control	Certificate of building regulation exemption		£84.00	£0.00	-£84.00	-100.00%	Delete	
Re	BC 3 Building Control	Building Control	Correspondence requiring research to answer	Per question per address	£80.00	£0.00	-£80.00	-100.00%	Delete	
Re	BC 4 Building Control	Building Control	Any chargeable function	Per chargeable hour	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Table A(1)										
Building Notice and Full Plans										
Re	BC 5 Building Control	Building Control	Single storey dwelling	Fixed Fee	£1,051.25	£1,051.25	£0.00	0.00%	VAT applicable	
Re	BC 6 Building Control	Building Control	Each additional dwelling (single storey)	Fixed Fee	£253.75	£253.75	£0.00	0.00%	VAT applicable	
Re	BC 7 Building Control	Building Control	Two storey dwelling	Fixed Fee	£1,087.50	£1,087.50	£0.00	0.00%	VAT applicable	
Re	BC 8 Building Control	Building Control	Each additional dwelling (two storey)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 9 Building Control	Building Control	Two storey dwelling* (incorporating a basement storey)	Fixed Fee	£1,377.50	£1,377.50	£0.00	0.00%	VAT applicable	
Re	BC 10 Building Control	Building Control	Three storey dwelling	Fixed Fee	£1,305.00	£1,305.00	£0.00	0.00%	VAT applicable	
Re	BC 11 Building Control	Building Control	Each additional dwelling (three storey)	Fixed Fee	£398.75	£398.75	£0.00	0.00%	VAT applicable	
Re	BC 12 Building Control	Building Control	Three storey dwelling* (incorporating a basement storey)	Fixed Fee	£1,486.25	£1,486.25	£0.00	0.00%	VAT applicable	
Re	BC 13 Building Control	Building Control	Block of flats (up to 6 units/3 storeys)	Fixed Fee	£2,501.25	£2,501.25	£0.00	0.00%	VAT applicable	
Table A(2)										
Building Notice and Full Plans										
Re	BC 14 Building Control	Building Control	Conversion into 1 dwelling/flat	Fixed Fee	£761.25	£761.25	£0.00	0.00%	VAT applicable	
Re	BC 15 Building Control	Building Control	Each additional dwelling/flat	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Table B(1)										
Building Notice and Full Plans										
Re	BC 16 Building Control	Building Control	Single storey extension (total floor area less than 6m ²)	Fixed Fee	£471.25	£471.25	£0.00	0.00%	VAT applicable	
Re	BC 17 Building Control	Building Control	Single storey extension (total floor area 6m ² to 60m ²)	Fixed Fee	£652.50	£652.50	£0.00	0.00%	VAT applicable	
Re	BC 18 Building Control	Building Control	Two storey extension (total floor area less than 60m ²)	Fixed Fee	£797.50	£797.50	£0.00	0.00%	VAT applicable	
Re	BC 19 Building Control	Building Control	Loft conversion (total floor area less than 60m ²)	Fixed Fee	£652.50	£652.50	£0.00	0.00%	VAT applicable	
Re	BC 20 Building Control	Building Control	Each additional 20m ² over 60m ² total floor area (above)	Fixed Fee	£181.25	£181.25	£0.00	0.00%	VAT applicable	
Re	BC 21 Building Control	Building Control	Single storey basement (total floor area less than 60m ²)	Fixed Fee	£1,051.25	£1,051.25	£0.00	0.00%	VAT applicable	
Re	BC 22 Building Control	Building Control	Garage conversion	Fixed Fee	£398.75	£398.75	£0.00	0.00%	VAT applicable	
Re	BC 23 Building Control	Building Control	Basement conversion	Fixed Fee	£435.00	£435.00	£0.00	0.00%	VAT applicable	
Re	BC 24 Building Control	Building Control	Single storey (attached or detached) garage/outbuilding (total floor area less than 60m ²)	Fixed Fee	£616.25	£616.25	£0.00	0.00%	VAT applicable	

Re	BC 25 Building Control	Building Control	Construction of enclosed carport	Fixed Fee	£181.25	£181.25	£0.00	0.00%	VAT applicable	
Table B(2)										
Building Notice and Full Plans										
Re	BC 26 Building Control	Building Control	Underpinning (up to 20 linear meters)	Fixed Fee	£580.00	£580.00	£0.00	0.00%	VAT applicable	
Re	BC 27 Building Control	Building Control	Window and door replacement(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 28 Building Control	Building Control	Re-roofing/renovation of thermal element(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 29 Building Control	Building Control	Load bearing wall removal(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 30 Building Control	Building Control	Chimney breast removal(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 31 Building Control	Building Control	Installation of WC/bathroom/en suite	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 32 Building Control	Building Control	Drainage connection to foul system (porch / conservatory / outbuilding)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 33 Building Control	Building Control	Electrical work (non-competent person)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 34 Building Control	Building Control	Alterations (total cost of works £1-£5,000)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 35 Building Control	Building Control	Alterations (total cost of works £5,001-£10,000)	Fixed Fee	£362.50	£362.50	£0.00	0.00%	VAT applicable	
Re	BC 36 Building Control	Building Control	Alterations (total cost of works £10,001-£15,000)	Fixed Fee	£471.25	£471.25	£0.00	0.00%	VAT applicable	
Re	BC 37 Building Control	Building Control	Alterations (total cost of works £15,001-£20,000)	Fixed Fee	£543.75	£543.75	£0.00	0.00%	VAT applicable	
Table C(1)										
Building Notice and Full Plans										
Re	BC 38 Building Control	Building Control	Single storey office (total floor area less than 100m ²)	Fixed Fee	£2,211.25	£2,211.25	£0.00	0.00%	VAT applicable	
Re	BC 39 Building Control	Building Control	Single storey shop/commercial unit (total floor area less than 100m ²)	Fixed Fee	£1,957.50	£1,957.50	£0.00	0.00%	VAT applicable	
Re	BC 40 Building Control	Building Control	Single storey assembly/recreation building (total floor area less than 100m ²)	Fixed Fee	£2,465.00	£2,465.00	£0.00	0.00%	VAT applicable	
Re	BC 41 Building Control	Building Control	Single storey industrial unit (total floor area less than 100m ²)	Fixed Fee	£1,776.25	£1,776.25	£0.00	0.00%	VAT applicable	
Table C(2)										
Building Notice and Full Plans										
Re	BC 42 Building Control	Building Control	Conversion into a hotel or boarding house (up to 5 rooms)	Fixed Fee	£2,030.00	£2,030.00	£0.00	0.00%	VAT applicable	
Re	BC 43 Building Control	Building Control	Conversion into a shop	Fixed Fee	£1,051.25	£1,051.25	£0.00	0.00%	VAT applicable	
Table D(1)										
Building Notice and Full Plans										
Re	BC 44 Building Control	Building Control	Office extension (total floor area less than 100m ²)	Fixed Fee	£1,631.25	£1,631.25	£0.00	0.00%	VAT applicable	
Re	BC 45 Building Control	Building Control	Shop/commercial unit extension (total floor area less than 100m ²)	Fixed Fee	£1,522.50	£1,522.50	£0.00	0.00%	VAT applicable	
Re	BC 46 Building Control	Building Control	Assembly/recreational building extension (total floor area less than 100m ²)	Fixed Fee	£1,740.00	£1,740.00	£0.00	0.00%	VAT applicable	
Re	BC 47 Building Control	Building Control	Industrial unit extension* (total floor area less than 100m ²)	Fixed Fee	£1,486.25	£1,486.25	£0.00	0.00%	VAT applicable	
Table D(2)										
Building Notice and Full Plans										
Re	BC 48 Building Control	Building Control	Shop/commercial unit fit-out (shell only)	Fixed Fee	£688.75	£688.75	£0.00	0.00%	VAT applicable	
Re	BC 49 Building Control	Building Control	Shop/commercial unit fit-out (shell and core)	Fixed Fee	£906.25	£906.25	£0.00	0.00%	VAT applicable	
Re	BC 50 Building Control	Building Control	Replacement shop front	Fixed Fee	£580.00	£580.00	£0.00	0.00%	VAT applicable	
Re	BC 51 Building Control	Building Control	Installation of a shopping centre kiosk (total floor area under 9m ²)	Fixed Fee	£761.25	£761.25	£0.00	0.00%	VAT applicable	
Re	BC 52 Building Control	Building Control	Installation of a mezzanine floor (total floor area less than 500m ²)	Fixed Fee	£1,160.00	£1,160.00	£0.00	0.00%	VAT applicable	

Re	BC 53 Building Control	Building Control	Window and door replacement(s)	Fixed Fee	£471.25	£471.25	£0.00	0.00%	VAT applicable	
Re	BC 54 Building Control	Building Control	Re-roofing/renovation of thermal element(s)	Fixed Fee	£543.75	£543.75	£0.00	0.00%	VAT applicable	
Regularisation Charge										
Re	BC 55 Building Control	Building Control	Retrospective application charge	Per chargeable hour plus 50% risk factor	50%	50%	£0.00	0.00%	VAT not applicable	
Table E(1)										
Demolition and Dangerous Structures										
Re	BC 56 Building Control	Building Control	Demolition of a single building (total floor area less than 100m ²)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT not applicable	
Re	BC 57 Building Control	Building Control	Demolition of building(s) (total floor area(s) less than 1000m ²)	Fixed Fee	£580.00	£580.00	£0.00	0.00%	VAT not applicable	
Re	BC 58 Building Control	Building Control	Surveying a dangerous structure during normal working hours	Fixed Fee	£253.75	£253.75	£0.00	0.00%	VAT not applicable	
Re	BC 59 Building Control	Building Control	Surveying a dangerous structure out of working hours	Fixed Fee	£362.50	£362.50	£0.00	0.00%	VAT not applicable	
Re	BC 60 Building Control	Building Control	Making safe or removing an immediate danger	Cost recovery	Cost recovery	Cost recovery	N/A	0.00%	VAT not applicable	
Table E(2)										
Business Support										
Re	BC 61 Building Control	Building Control	Reproduction of archived documentation	Per chargeable hour	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Re	BC 62 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A4	£1.00	£1.00	£0.00	0.00%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 63 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A3	£1.50	£1.50	£0.00	0.00%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 64 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A2	£17.50	£18.00	£0.50	2.86%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 65 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A0 - A1	£23.00	£23.50	£0.50	2.17%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 66 Building Control	Building Control	Postage A5 letter	Each	£2.15	£2.20	£0.05	2.33%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 67 Building Control	Building Control	Postage A4 package	Each	£6.60	£6.70	£0.10	1.52%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 68 Building Control	Building Control	Postage A4 letter	Each	£4.40	£4.50	£0.10	2.27%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 69 Building Control	Building Control	Cancellation of application (after validation)	Fixed Fee	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Re	BC 70 Building Control	Building Control	Cancellation of application (after plan assessment)	Fixed Fee	£435.00	£435.00	£0.00	0.00%	VAT applicable	
Re	BC 71 Building Control	Building Control	Reactivation of application (per application)	Fixed Fee	£108.75	£108.75	£0.00	0.00%	VAT applicable	
Re	BC 72 Building Control	Building Control	Administration (per hour)	Per chargeable hour	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Table F(1)										
Premium Services										

Re	BC 73 Building Control	Building Control	Gold rate	A quote will be provided in line with published charges	£0.00	A quote will be provided in line with published charges	N/A	N/A	VAT applicable	
Re	BC 74 Building Control	Building Control	Silver rate	A quote will be provided in line with published charges	£0.00	A quote will be provided in line with published charges	N/A	N/A	VAT applicable	
Re	BC 75 Building Control	Building Control	Bronze rate	A quote will be provided in line with published charges	£0.00	A quote will be provided in line with published charges	N/A	N/A	VAT applicable	
Re	BC 76 Building Control	Building Control	Pre-application advice over 1 hour	Per chargeable hour	£253.75	£145.00	-£108.75	-42.86%	VAT applicable	Moved from Table E(1)

Fees and Charges 2020/21

Department: **Re**
 Area: **Re (Other)**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Strategic Planning & Regen										
Re	SPR 1 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	0 - 20 Days	£949.08	£968.06	£18.98	2.00%		
Re	SPR 2 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 21 - 60 Days	£877.29	£894.83	£17.55	2.00%		
Re	SPR 3 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 60 days +	£830.92	£847.53	£16.62	2.00%		
Re	SPR 4 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	0 - 20 Days	£131.82	£134.45	£2.64	2.00%		
Re	SPR 5 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 21 - 60 Days	£121.85	£124.28	£2.44	2.00%		
Re	SPR 6 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 60 days +	£115.41	£117.71	£2.31	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	£739.43	£754.22	£14.79	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	£684.28	£697.97	£13.69	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 +	£646.69	£659.62	£12.93	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	£102.70	£104.75	£2.05	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	£95.04	£96.94	£1.90	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 +	£89.82	£91.61	£1.80	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	£614.10	£626.38	£12.28	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	£567.73	£579.08	£11.35	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 +	£537.65	£548.40	£10.75	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	£85.29	£86.99	£1.71	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	£78.85	£80.43	£1.58	2.00%		
Re	SPR 18 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 60 days +	£74.68	£76.17	£1.49	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	£520.82	£531.24	£10.42	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	£481.25	£490.88	£9.63	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 +	£456.19	£465.31	£9.12	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	£72.33	£73.78	£1.45	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	£66.84	£68.18	£1.34	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 +	£63.36	£64.63	£1.27	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	£427.24	£435.78	£8.54	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	£394.78	£402.68	£7.90	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 +	£373.48	£380.95	£7.47	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	£59.34	£60.53	£1.19	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	£54.83	£55.93	£1.10	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 +	£51.87	£52.90	£1.04	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	£410.54	£418.75	£8.21	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	£379.74	£387.34	£7.59	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 +	£359.69	£366.88	£7.19	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	£57.02	£58.16	£1.14	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	£52.74	£53.79	£1.05	2.00%		
Re	SPR 36 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£49.95	£50.95	£1.00	2.00%		
Re	SPR 37 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	0 - 20 Days	£311.51	£317.74	£6.23	2.00%		
Re	SPR 38 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 21 - 60 Days	£288.25	£294.02	£5.77	2.00%		
Re	SPR 39 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 60 days +	£271.96	£277.40	£5.44	2.00%		
Re	SPR 40 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	0 - 20 Days	£43.27	£44.13	£0.87	2.00%		
Re	SPR 41 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 21 - 60 Days	£40.03	£40.83	£0.80	2.00%		
Re	SPR 42 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 60 days +	£37.77	£38.53	£0.76	2.00%		
Re	SPR 43 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	0 - 20 Days	£219.58	£223.98	£4.39	2.00%		
Re	SPR 44 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 21 - 60 Days	£203.03	£207.09	£4.06	2.00%		
Re	SPR 45 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 60 days +	£191.75	£195.59	£3.84	2.00%		
Re	SPR 46 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	0 - 20 Days	£30.50	£31.11	£0.61	2.00%		
Re	SPR 47 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 21 - 60 Days	£28.20	£28.76	£0.56	2.00%		
Re	SPR 48 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 60 days +	£26.63	£27.16	£0.53	2.00%		
Street Naming and Numbering										
Re	SNN 1 Street Naming and Numbering	Street Naming and Numbering	Application for numbering a property - new development or conversion	Per property	£102.75	£104.60	£1.85	1.80%		
Re	SNN 2 Street Naming and Numbering	Street Naming and Numbering	Application for naming a new street (Authority choice of name)	Per Street	£362.00	£273.80	-£88.20	-24.36%		
Re	SNN 3 Street Naming and Numbering	Street Naming and Numbering	Applications for naming a new street (Applicants choice of name adhering to SNN Policy)	Per Street	£537.00	£327.80	-£209.20	-38.96%		
Re	SNN 4 Street Naming and Numbering	Street Naming and Numbering	Renaming existing street	Base fee per street	£0.00	£400.00	£400.00	New Charge		New charge based on staff time/site notice/consultation
Re	SNN 5 Street Naming and Numbering	Street Naming and Numbering		Per property for street name change	£0.00	£30.00	£30.00	New Charge		New charge based on staff time/site notice/consultation
Re	SNN 6 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of buildings (Authority choice of name)	Per block/house	£146.00	£181.20	£35.20	24.11%		Based on staff time/consultation
Re	SNN 7 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of buildings (Applicants choice of name, adhering to SNN Policy)	Per block/house	£241.80	£217.44	-£24.36	-10.07%		

Re	SNN 8 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of Parks and Open Spaces	Per name	£0.00	£181.20	£181.20	New Charge		New charge based on charge for naming buildings
Re	SNN 9 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of commercial premises (Authority choice of name)	Per premise	£212.00	£0.00	-£212.00	-100.00%	Delete charge	
Re	SNN 10 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	Per premise	£303.50	£0.00	-£303.50	-100.00%	Delete charge	
Re	SNN 11 Street Naming and Numbering	Street Naming and Numbering	Retrospective application for street naming / building naming / building numbering	per unit/street	£184.30	As per schedule plus 30%	N/A	N/A		Amended to reflect cost of application
Re	SNN 12 Street Naming and Numbering	Street Naming and Numbering	Officer hourly rate	per hour	£0.00	£50.35	£50.35	New Charge		New charge based on officer hourly rate plus overheads
Re	SNN 13 Street Naming and Numbering	Street Naming and Numbering	Confirmation of Address	per unit	£0.00	£100.70	£100.70	New Charge		New charge based on time taken to investigate query
Re	SNN 14 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	5 to 19 units - base fee	£499.50	£508.49	£8.99	1.80%		
Re	SNN 15 Street Naming and Numbering	Street Naming and Numbering		per unit	£39.40	£40.11	£0.71	1.80%		
Re	SNN 16 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	20 to 49 units - base fee	£1,096.95	£1,116.70	£19.75	1.80%		
Re	SNN 17 Street Naming and Numbering	Street Naming and Numbering		per unit	£28.20	£28.71	£0.51	1.80%		
Re	SNN 18 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	50 to 100 units - base fee	£1,888.50	£1,922.49	£33.99	1.80%		
Re	SNN 19 Street Naming and Numbering	Street Naming and Numbering		per unit	£20.59	£20.96	£0.37	1.80%		
Re	SNN 20 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	100 plus units - base fee	£2,118.00	£2,156.12	£38.12	1.80%		
Re	SNN 21 Street Naming and Numbering	Street Naming and Numbering		per additional unit	£13.73	£13.98	£0.25	1.80%		
Re	SNN 22 Street Naming and Numbering	Street Naming and Numbering	Application for Renumbering existing property	Per Unit	£0.00	£125.52	£125.52	New Charge		New charge based on time taken to assess and apply new numbering
Re	SNN 23 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	Above 50	By assessment	£508.49	N/A	100.00%		Fee fixed rather than assessment based - fee based on time taken to assess application
Re	SNN 24 Street Naming and Numbering	Street Naming and Numbering	Written (letter or email) confirmation of official address or additional copies of official notification letter	Per application reference	£31.00	£31.56	£0.56	1.81%		
Re	SNN 25 Street Naming and Numbering	Street Naming and Numbering	Amendment to officially agreed addresses due to change in plot numbers, plot positions, building number - only available within 6 months of decision		£60 plus £6 per unit	£60 plus £6 per unit	N/A	0.00%		
Re	SNN 26 Street Naming and Numbering	Street Naming and Numbering	Site visit	per visit	£65.00	£151.05	£86.05	132.38%		hourly rate for two hours, plus average transport cost
Re	SNN 27 Street Naming and Numbering	Street Naming and Numbering	Direct action	Cost of any direct action to be recovered including	£0.00	Cost of any direct action to be recovered including officers time, site visits conducted and any contractor costs incurred	N/A	New Charge		New charge to enable recovery of costs when direct action is taken

Fees and Charges 2020/21

Department: Environment
Area: Greenspaces and Leisure

Reference / Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	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	£1,569.22	£1,600.61	£31.38	2.00%		
G72	Pitches & Lettings	Greenspaces	Cricket season junior (Inc. pavilion)	Based On A 20 Week Season	£784.58	£800.28	£15.69	2.00%		
GT3	Pitches & Lettings	Greenspaces	Football casual adult (Inc. pavilion)	Game	£110.21	£112.41	£2.20	2.00%		
GT4	Pitches & Lettings	Greenspaces	Football casual junior (Inc. pavilion)	Game	£54.73	£55.82	£1.09	2.00%		
GT5	Pitches & Lettings	Greenspaces	Football season adult (Inc. pavilion)	Based On A 30 Week Season	£1,492.16	£1,522.01	£29.84	2.00%		
GT6	Pitches & Lettings	Greenspaces	Football season junior (Inc. pavilion)	Based On A 30 Week Season	£745.19	£760.10	£14.90	2.00%		
GT7	Pitches & Lettings	Greenspaces	Football summer adult	Game	£81.90	£83.54	£1.64	2.00%		
GT8	Pitches & Lettings	Greenspaces	Football summer junior	Game	£41.70	£42.54	£0.83	2.00%		
GT9	Pitches & Lettings	Greenspaces	Gaelic season adult (Inc. pavilion)	Based On A 34 Week Season	£1,591.77	£1,623.60	£31.84	2.00%		
GT10	Pitches & Lettings	Greenspaces	Gaelic season junior (Inc. pavilion)	Based On A 34 Week Season	£796.58	£812.52	£15.93	2.00%		
GT11	Pitches & Lettings	Greenspaces	Rugby casual adult (Inc. pavilion)	Game	£103.00	£105.06	£2.06	2.00%		
GT12	Pitches & Lettings	Greenspaces	Rugby casual child (Inc. pavilion)	Game	£51.07	£52.09	£1.02	2.00%		
GT13	Pitches & Lettings	Greenspaces	Rugby season adult (Inc. pavilion)	Based On A 34 Week Season	£1,839.63	£1,876.42	£36.79	2.00%		
GT14	Pitches & Lettings	Greenspaces	Rugby season child (Inc. pavilion)	Based On A 34 Week Season	£957.32	£976.47	£19.15	2.00%		
GT15	Pitches & Lettings	Greenspaces	Tennis per court - Adult	Hour	£7.37	£7.52	£0.15	2.00%		
GT16	Pitches & Lettings	Greenspaces	Tennis per court - Junior	Hour	£3.66	£3.73	£0.07	2.00%		
GT17	Pitches & Lettings	Greenspaces	Tennis per court - Adult & Junior	Hour	£5.54	£5.65	£0.11	2.00%		
GT18	Pitches & Lettings	Greenspaces	Tennis per court - Coaching (Min. 10 bookings)	Hour	£12.48	£12.73	£0.25	2.00%		
GT19	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Hour	£2.80	£2.85	£0.06	2.00%		
GT20	Pitches & Lettings	Greenspaces	Cricket casual adult (Inc. Pavilion)	Game	£137.01	£139.75	£2.74	2.00%		
GT21	Pitches & Lettings	Greenspaces	Cricket casual junior (Inc. Pavilion)	Game	£69.58	£70.97	£1.39	2.00%		
GT22	Pitches & Lettings	Greenspaces	Cricket nets adult	Hour	£8.45	£8.62	£0.17	2.00%		
GT23	Pitches & Lettings	Greenspaces	Cricket nets junior	Hour	£4.14	£4.23	£0.09	2.00%		
GT24	Pitches & Lettings	Greenspaces	Netball/Multi sport court booking	Per game	£10.76	£10.98	£0.22	2.00%		
GT25	Pitches & Lettings	Greenspaces	Netball/Multi sport court	hour	£15.93	£16.25	£0.32	2.00%		
GT26	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Hour	£5.49	£5.60	£0.11	2.00%		
GT27	Schools Pitches and lettings	Greenspaces	LBB Schools Rounders (Inc. pavilion)	Per Game	£23.89	£24.37	£0.48	2.00%		
GT28	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rugby (Inc. pavilion)	Per Game	£33.04	£33.70	£0.66	2.00%		
GT29	Schools Pitches and lettings	Greenspaces	Pavilion hire for schools or groups such as cubs and scouts	Session (Max 2 Hours)	£17.38	£17.73	£0.35	2.00%		
GT30	Schools Pitches and lettings	Greenspaces	LBB Schools Cricket (Inc. pavilion)	Per Game	£38.80	£39.57	£0.78	2.00%		
GT31	Schools Pitches and lettings	Greenspaces	LBB Schools Football (Inc. pavilion)	Per Game	£25.13	£25.83	£0.50	2.00%		
GT32	Schools Pitches and lettings	Greenspaces	LBB Schools Rugby (Inc. pavilion)	Per Game	£27.34	£27.88	£0.55	2.00%		
GT33	Schools Pitches and lettings	Greenspaces	Non LBB Schools Cricket (Inc. pavilion)	Per Game	£41.70	£42.54	£0.83	2.00%		
GT34	Schools Pitches and lettings	Greenspaces	Non LBB Schools Football (Inc. pavilion)	Per Game	£29.92	£30.52	£0.60	2.00%		
GT35	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rounders (Inc. pavilion)	Per Game	£26.21	£26.73	£0.52	2.00%		
GT36	Schools Pitches and lettings	Greenspaces	Site hire (Inc. pavilion) for events/sports days etc	Per Booking	£25.13	£25.63	£0.50	2.00%		
GT37	Schools Pitches and lettings	Greenspaces	Netball/Multi sport court booking	Per game	£8.45	£8.62	£0.17	2.00%		
GT38	Other Bookings	Greenspaces	Storage room rental small	Per Event	£17.65	£18.00	£0.35	2.00%		
GT39	Other Bookings	Greenspaces	Storage room rental large	Per Event	£29.60	£30.19	£0.59	2.00%		
GT40	Other Bookings	Greenspaces	Charge for bounced cheques	Per Event	£60.16	£61.37	£1.20	2.00%		
GT41	Other Bookings	Greenspaces	Admin charge for changing dates etc	Per Event	£11.95	£12.19	£0.24	2.00%		
GT42	Other Bookings	Greenspaces	Pavilion with event/sports booking per hour (min charge 2 hrs per day)	Per Event	£17.38	£17.73	£0.35	2.00%		
GT43	Other Bookings	Greenspaces	Pavilion - without sport booking per hour (min charge 2 hrs per day)	Per Event	£35.30	£36.01	£0.71	2.00%		
GT44	Other Bookings	Greenspaces	Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	Per Event	£107.89	£110.05	£2.16	2.00%		
GT45	Other Bookings	Greenspaces	Sports markings - 8x100m track similar	Per Event	£107.89	£110.05	£2.16	2.00%		
GT46	Other Bookings	Greenspaces	Postage - per set of keys return and or collection	Per Event	£11.95	£12.19	£0.24	2.00%		
GT47	Other Bookings	Greenspaces	Sports course bookings (no pavilion) 2hrs max per day	Per Event	£25.13	£25.63	£0.50	2.00%		
GT48	Other Bookings	Greenspaces	Sports course bookings (no pavilion) over 2hrs per day	Per Event	£63.34	£64.60	£1.27	2.00%		
GT49	Other Bookings	Greenspaces	Fitness programmes i.e. exercise classes. - Min. 20 session booking	Per Event	£12.48	£12.73	£0.25	2.00%		
GT50	Other Bookings	Greenspaces	Sport markings - 200 m track	Per Event	£202.93	£206.98	£4.06	2.00%		
GT51	Other Bookings	Greenspaces	Sport markings - 400 m track	Per Event	£342.30	£349.15	£6.85	2.00%		
GT52	Other Bookings	Greenspaces	Additional markings (e.g. relay boxes, markers)	Per Event	£25.13	£25.63	£0.50	2.00%		
GT53	Other Bookings	Greenspaces	Not for profit fitness programmes - i.e. volunteer led programmes	One off fee, every 6 months	£57.04	£58.18	£1.14	2.00%		
GT54	Other Bookings	Greenspaces	Over mark for sports markings	Per Event	£37.61	£38.37	£0.75	2.00%		
GT55	Tree Inspection / Survey, Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per day	£312.12	£318.36	£6.24	2.00%		
GT56	Tree Inspection / Survey, Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per hour	£46.65	£47.58	£0.93	2.00%		
GT57	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	£72.75	£74.21	£1.46	2.00%		
GT58	Trees - Professional advice	Greenspaces	Assessment of development impact on public trees	Per hour	£95.14	£97.04	£1.90	2.00%	Engage with colleagues in Planning and Highways, assessing impact of development on public trees from building and road installation	
GT59	Memorial Tree	Greenspaces	Memorial Tree (Standard 45/65 litre, 12-14cm girth)	Per Tree, Species Varies	Price on application	Price on application	£0.00	0.00%		Price depends on tree species, location, size etc
GT60	Events	Greenspaces	Events - size 1-100	Per Event (Per Day)	£308.34	£314.51	£0.00	0.00%		Charity and community events are entitled to an 80% discount of the total hire charge
GT61	Events	Greenspaces	Event size 101-1,000	Per Event (Per Day)	£690.90	£704.71	£13.82	2.00%		Charity and community events are entitled to an 80% discount of the total hire charge

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT62	Events	Greenspaces	Event size 1,001-2,500	Per Event (Per Day)	£925.36	£943.86	£18.51	2.00%	Charity and community events are entitled to an 80% discount of the total hire charge	
GT63	Events	Greenspaces	Event size 2,501-5,000	Per Event (Per Day)	£1,233.70	£1,258.38	£24.67	2.00%	Charity and community events are entitled to an 80% discount of the total hire charge	
GT64	Events	Greenspaces	- Event size 5,000 +	Per Event (Per Day)	Price on application	Price on application	£0.00	0.00%	Fee is by negotiation	
GT65	Events	Greenspaces	Application Fee (Commercial)	Per Event	£0.00	£75.00	£75.00	New Charge		New charge for 2020-21 in line with other Local Council's
GT66	Events	Greenspaces	Application Fee (Charity/Not for Profit)	Per Event	£0.00	£30.00	£30.00	New Charge		New charge for 2020-21 in line with other Local Council's
GT67	Events	Greenspaces	Application Fee (Community Organisation)	Per Event	£0.00	£0.00	£0.00	0.00%	Applied to community groups / organisations only, this does not apply to registered charities	
GT68	Events	Greenspaces	Small Fun Fair (Up to 5 rides)	Per Day	£0.00	£391.51	£391.51	New Charge	There will be a 25% discount for non-trading days, and an 80% discount for charitable events	New charge for 2020-21 in line with other Local Council's
GT69	Events	Greenspaces	Medium Fun Fair (6-12 rides)	Per Day	£690.90	£704.71	£13.81	2.00%	There will be a 25% discount for non-trading days, and an 80% discount for charitable events	New charge for 2020-21 in line with other Local Council's
GT70	Events	Greenspaces	Large Fun Fair (13-19 rides)	Per Event	£0.00	£1,252.82	£1,252.82	New Charge	There will be a 25% discount for non-trading days, and an 80% discount for charitable events	New charge for 2020-21 in line with other Local Council's
GT71	Events	Greenspaces	Non Trading Day costs for fun fairs and large events	Per Day	£0.00	£0.00	£0.00	0.00%	A 25% discount is applied to the total hire charge on non-trading days. For example the set up and take down of an event	
GT72	Events	Greenspaces	Late application fee (Within 4 weeks of a small - medium event)	Per Event	£0.00	£55.00	£55.00	New Charge	This charge is in place to deter people from making bookings with less than the required 4 week notice	New charge for 2020-21 in line with other Local Council's
GT73	Events	Greenspaces	Late application fee (Within 12 weeks of a medium - large event)	Per Event	£0.00	£125.00	£125.00	New Charge	This charge is in place to deter people from making bookings with less than the required 12 week notice	New charge for 2020-21 in line with other Local Council's
GT74	Events	Greenspaces	Banner costs	Per Week	£32.93	£33.59	£0.66	2.00%		
GT75	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 30 mins	Per Visit	£0.00	£0.00	£0.00	0.00%	Free of charge	
GT76	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 1 hour	Per Visit	£1.04	£1.07	£0.02	2.00%		
GT77	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 2 hours	Per Visit	£1.57	£1.60	£0.03	2.00%		
GT78	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 3 hours	Per Visit	£2.09	£2.13	£0.04	2.00%		
GT79	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - Up to 4 hours	Per Visit	£5.22	£5.33	£0.10	2.00%		
GT80	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - All Day	Per Visit	£6.27	£6.39	£0.13	2.00%		
GT81	Mill Hill Park Car Parks	Greenspaces	Mill Hill Short Stay Bays - Up to 2 hours	Per Visit	£0.00	£0.00	£0.00	0.00%	Free of charge	New proposed car park controls. Decision for implementation to be agreed at a future committee
GT82	Mill Hill Park Car Parks	Greenspaces	Mill Hill Short Stay Bays - Up to 3 hours	Per Visit	£0.00	£2.00	£2.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT83	Mill Hill Park Car Parks	Greenspaces	Mill Hill Short Stay Bays - Up to 4 hours	Per Visit	£0.00	£3.00	£3.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT84	Mill Hill Park Car Parks	Greenspaces	Mill Hill Long Stay Bays - All Day	Per Visit	£0.00	£6.00	£6.00	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT85	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 30 mins	Per Visit	£0.00	£0.00	£0.00	0.00%	Free of charge	New proposed car park controls. Decision for implementation to be agreed at a future committee
GT86	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 1 hour	Per Visit	£0.00	£1.00	£1.00	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT87	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 2 hours	Per Visit	£0.00	£1.50	£1.50	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT88	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 3 hours	Per Visit	£0.00	£2.00	£2.00	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT89	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 1 hour	Per Visit	£0.00	£0.50	£0.50	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT90	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 2 hours	Per Visit	£0.00	£1.00	£1.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT91	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 3 hours	Per Visit	£0.00	£2.00	£2.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT92	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 4 hours	Per Visit	£0.00	£3.00	£3.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT93	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - All Day	Per Visit	£0.00	£6.00	£6.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT94	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Short Stay Bays - Up to 2 hours	Per Visit	£0.00	£0.00	£0.00	0.00%		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT95	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Short Stay Bays - Up to 3 hours	Per Visit	£0.00	£2.00	£2.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT96	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Short Stay Bays - Up to 4 hours	Per Visit	£0.00	£3.00	£3.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT97	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Long Stay Bays - All Day	Per Visit	£0.00	£6.00	£6.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT98	Other Bookings	Greenspaces	Site Hire (non sporting/non event use)	Hour	£0.00	£75.00	£75.00	New Charge		NEW CHARGE - Charge rounded up to the nearest hour
GT99	Other Bookings	Greenspaces	Administration Fee	Hour	£0.00	£25.00	£25.00	New Charge		NEW CHARGE - Charge rounded up to the nearest hour
GT100	Other Bookings	Greenspaces	Officer Fee	Hour	£0.00	£30.00	£30.00	New Charge		NEW CHARGE - Charge rounded up to the nearest hour

Fees and Charges 2020/21

Department: **Housing Revenue Account**
 Area: **Leaseholder Service Charges**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Leaseholder Services										
LHS	Pre-assignment - standard fee	Ops - LHS	Service charge related info requested by the sellers solicitor to go to the buyers solicitor.		£235.00	£235.00	NIL	n/a		
LHS	Pre-assignment - express fee	Ops - LHS	Service charge related info requested by the sellers solicitor to go to the buyers solicitor.		£290.00	£290.00	NIL	n/a		
LHS	Enfranchisement	Ops - LHS			£241.50	£241.50	NIL	n/a		
LHS	Deed of Variation	Ops - LHS			£108.00	£108.00	NIL	n/a		
LHS	Section 42	Ops - LHS			£241.50	£241.50	NIL	n/a		
LHS	Request copy lease	Ops - LHS			£15.00	£15.00	NIL	n/a		
LHS	Deed of Postponement	Ops - LHS			£0.00	£0.00	NIL	n/a		
LHS	Alterations request fee	Ops - LHS			£128.50	£128.50	NIL	n/a		
LHS	Deed of Covenant	Ops - LHS			£0.00	£0.00	NIL	n/a		
LHS	Remortgage administration (not currently)	Ops - LHS			Should be similar to PAE charge as same volume of work	Should be similar to PAE charge as same volume of work	NIL	n/a		
LHS	Service charge data - if LH wants to go back more than 12 months - hourly rate	Ops - LHS	The lease allows us to charge an hourly rate for historical service charge info - we don't currently	hourly	£36.00	£36.00	NIL	n/a		
LHS	Legal Costs for Debt Recovery - Costs on Service of S146	Ops - LHS	Claims for forfeiture of the lease		£159.25	£159.25	NIL	n/a		
NHT	Community Centre Charge	Ops - NHT	Community Centre Charge for resident use	hourly	£9.15 per hour on a weekday and £12.30 per hour on a weekend.	£9.15 per hour on a weekday and £12.30 per hour on a weekend.	NIL	n/a		

Fees and Charges 2020/21

Department: **Housing Revenue Account**

Area: **Fire Safety**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Fire Safety Sprinkler Systems										
HRA	Fire Safety Sprinkler Systems	Housing Management	To recover the cost of Fire Safety Sprinkler System maintaining and servicing	1 Bed	£4.00	£4.00		n/a		
HRA	Fire Safety Sprinkler Systems	Housing Management	To recover the cost of Fire Safety Sprinkler System maintaining and servicing	2 Bed	£4.69	£4.69		n/a		
HRA	Fire Safety Sprinkler Systems	Housing Management	To recover the cost of Fire Safety Sprinkler System maintaining and servicing	3 Bed	£5.20	£5.20		n/a		

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Appendix H

Business Planning 2020/21-2024/2025

General budget consultation 2020/21

8 January 2020 – 3 February 2020

Consultation Team, Strategy

1. EXECUTIVE SUMMARY

This report sets out the consultation findings from the General Budget Consultation 2020/21 which will be presented as part of the budget paper at Policy and Resources on 19 February 2020 and Full Council on 3 March 2020.

1.1 Response to the consultation

- a total of 185 questionnaires were completed (184 online and one paper copy)
- the majority of responses were from residents
- one written response was also received via email.

1.2 Summary of consultation approach

- the consultation ran from 8 January 2020 to 3 February 2020
- the consultation consisted of an online questionnaire and summary consultation document which was published on engage.barnet.gov.uk
- 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.

1.2 Summary of key findings

1.2.1 Views on the overall budget for 2020/21

- just under one third of respondents (31%, 57 out of 184 respondents) agree with the council's proposed budget for 2020/21 (4% strongly agree, and 27% tend to agree)
- just over two fifths of respondents (44%, 81 out of 184 respondents) disagree with the council's proposed budget for 2020/21 (21% tend to disagree and 23% strongly disagree)
- the remainder were either neutral (18 %, 33 out of 184 respondents) or said they did not know or were not sure (7%, 13 out of 184 respondents,).

1.2.2 Views on the council's Council Tax proposals for 2020/21

Overall, nearly three fifths of respondents (56%, 53 out of 95 respondents) **support a Council Tax increase to help fund the budget gap in 2020/21:**

- just under two fifths of respondents (36%, 34 out of 95 respondents) support both the council's proposals on Council Tax: the proposal to increase general Council Tax by 2.99% and the proposal to apply a further 1.99% Social Care Precept in 2020/21
- 16% (5 out of 95 respondents) support the proposal to increase general Council Tax by 1.99 % in 2020/21 only
- 4%, (4 out of 95 respondents) support the proposal to apply a 2 % Adult Social Care Precept to Council Tax in 2020/21 only
- just over two fifths of respondents (44%, 42 out of 95 respondents)) do not support either of the council's proposals to increase Council Tax in 2020/21: the proposal to increase general Council Tax by 1.99% and the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21.

1.2.3 Views on theme committee saving and income proposals for 2020/21

- **Children's, Education and Safeguarding Committee (CES) received the highest level of support** for the saving and income generation proposals identified, with just over two fifths of respondents (44%, 42 out of 95 respondents) indicating they agree with the saving and income proposals identified within this committee for 2020/21.
- **Adults and Safeguarding Committee (AS) received the second highest level of support**, with just under two fifths of respondents (38%, 36 out of 95 respondents) indicating they agree with the saving and income proposals identified within this committee for 2020/21.
- **There were similar levels of support for saving and income generation proposals identified by Public Health**, with just over a third (36%, 34 out of 95 respondents) agreeing with the saving and income proposals identified within this committee for 2020/21.
- **Housing and Growth, Policy and Resources, and Environment Committee received the least support for their saving and income proposals, with only a quarter of respondents agreeing** with the saving and income generation proposals identified within each of these respective theme committees.

Just under two fifths of respondents **indicated they disagree (36%, 34 out of 95 respondents) with the Housing and Growth Committee, and Policy and Resources Committee (39%, 37 out of 96 respondents) proposals.**

- **Environment Committee received the highest number of respondents who disagree with the saving and income proposals identified within this committee for 2020/21**, with just over half of respondents (54%, 51 out of 95 respondents) indicated they disagree with the Environment Committee saving and income proposals for 2020/21.

1.2.4 Further comments on Theme Committee saving and income proposals for 2020/21

Respondents were also asked if they had any comments to make about the saving and income proposals identified within each theme committee for 2020/21. Of those who responded to the consultation, 37 out of 185 gave a response to this question.

The responses to this question were varied and the most common themes, with a response of four comments or more, have been summarised below. Percentages are based on those who answered this question.

- **The most frequently mentioned comment was that respondents disagree with the proposal to charge for garden waste collection (24%, nine out of 37 respondents who answered this question):**

Respondents cited: they disagree with the green bin charging scheme / charging will divert waste into grey bins or fly tipping / moving to charging will result long term in increased removal of the green parts of our borough.

- **The second most frequently mentioned comment was that respondents did not support an increase in Council Tax, citing it was unaffordable (19%, seven out of 37 respondents who answered this question):**

Respondents cited: Council tax increase is unacceptable. / Please don't generate income by increasing council tax for people earning less than £21,000 per year. / My objection is an increase in council tax while the tax goes up every year it's become hard to afford payments. / Please increase income generation and savings to balance the budget without raising the Council tax level.

1.2.5 Further comments on the proposed budget for 2020/21

Respondents were also asked if they had any further comments to make about the councils proposed budget for 2020/21. Of those who responded to the consultation, 48 out of 185 gave a response to this question.

Again, the responses to this question were varied and the most common themes, with a response of four comments or more have been summarised below. Percentages are based on those who answered this question.

- **Again, respondents felt Council Tax is already excessively high and that it was already too expensive already whilst wages have stayed the same (21%, nine out of 48 respondents who answered this question):**

Respondents cited: The planned increase is well above the rate of inflation and will only serve to plunge those in low incomes further into debt. / I absolutely disagree with raising taxes while my wages have stagnated for years! / On a low income it is only possibly to cut more and more into one's savings until one has used them up and then ask for support oneself.

- **Conversely some respondents cited they supported an increase in Council Tax to help improve services Tax (15%, seven out of 48 respondents who answered this question):**

Example verbatim comments: The council should consider a referendum on a higher increase in council tax, to get finances back to a level that would support real service improvements. / I would be willing to pay even more to protect services if central government would allow us. / consider putting the council tax up more in order to improve living standards in the borough. They have gone down enormously and it is not a nice place anymore. / Council tax should be further increased so that the budget balances. / I agree with proposed Council Tax increase but require a big improvement in the street cleaning activity,

- **The third most mentioned comment was that respondents felt more should be spent on Environment Committee; improving roads; cleaning streets (8%, four out of 48 respondents who answered this question):**

More should be spent on the environment. / would prefer the roads to be well maintained. The area to be clean and well-lit and bins collected regularly. / Many pavements (e.g. High Road between Whetstone & North Finchley) in the autumn/winter that need clearing of leaves so that they don't become slippery & dangerous. / I support any funding to deal with fly tipping in child's hill / Many more roads & large potholes that need fixing. Perhaps the government should find a way of taxing people with large cars (i.e. SUVs, Range Rovers etc) which are destroying the roads.

Further details of the types of comments received can be found in section two of this report.

2 DETAILED FINDINGS

2.1 Introduction

The budget proposals for 2020/21 have been subject to a formal public consultation.

This report sets out the full findings from the council's consultation on its Business Plan 2020/21. The findings will be considered by Full Council on 3 March 2020, where the final decision on the council's budget for 2020/21 will be taken.

2.2 Summary of consultation approach

The 2020/21 General Budget Consultation began after Policy and Resources Committee on 8 January 2020 and concluded on 3 February 2020.

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 2020/21 savings. The outcomes of these consultations are being reported into committee decision making processes.

2.3 Technical details and method

2.3.1 In summary, the consultation was administered as follows:

- the general consultation consisted of an online questionnaire published on <http://engage.barnet.gov.uk> together with a summary consultation document which provided background information about the council's budget setting process and the financial challenges the council faces. Paper copies and an easy-read version of the consultation were also made available on request
- as part of the council's statutory duty to consult with National Non-Domestic Rate (NNDR) payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the council's residents' magazine, Barnet First; the council residents' e-newsletter, the council's website; local press; Twitter; Facebook; and posters in libraries, GPs, hospitals, and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through the Communities Together Network, Youth Board, Service newsletters/circulars and super-user mailing lists.

2.3.2 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the proposed 2020/21 budget. In particular the consultation invited views on the:

- overall budget, and saving and income generation proposals for 2020/21;
- proposal to increase General Council Tax by 1.99%
- proposal to apply an Adult Social Care Precept on Council Tax of 2% to help pay for adult social care.

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Throughout the questionnaire and where applicable, hyperlinks were provided to the relevant sections of the consultation document and to the detailed savings and/or income proposals for each committee. Links to further information on each of the Theme Committee's portfolio was also provided.

Those respondents who elected to receive a paper copy were also sent the consultation document and a copy of the 2020/21 saving and/or income proposals.

2.4 Response to the consultation

A total of 185 questionnaires have been completed -184 online, and one paper questionnaire.

2.4.1 Response profile

The table below shows the profile of those who responded to the questionnaire.

Table 1: Profile of those who responded to the General Budget Consultation

Stakeholder	%	Base
Barnet resident	96%	88
Working within the London Borough of Barnet area	1%	1
Barnet business	2%	2
Representing a voluntary/community organisation	0%	0
Representing a public-sector organisation	0%	0
Representing a school	0%	0
Other	0%	0
Prefer not to say	1%	1
Total who answered this question	100%	92
Not Answered		93
Total response to the consultation		185

There was also one written response via e mail. This response has also been incorporated into the findings and further details are provided in section 4.4 of this report.

2.4.2 Profile of protected characteristics

The council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups.

The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.

To assist us in complying with the duty under the Equality Act 2010 we asked the respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018).

Table 2 below shows the profile of these who answered these questions. However, due to the low completion of these questions (48%), it has not been possible to do any demographic analysis on the consultation findings.

Table 2: Protected Characteristic, profile of those that completed the questionnaire

Protected Characteristic	Response	
	Number	%
Age		
16-17	0	0%
18-24	2	1%
25-34	4	2%
35-44	21	11%
45-54	16	9%
55-64	14	8%
65-74	18	10%
75+	3	2%
Prefer not to say	11	6%
Not answered	96	52%
Total	185	100%

Disability		
Yes	8	4%
No	67	36%
Prefer not to say	14	8%
Not answered	96	52%
Total	185	100%

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Protected Characteristic	Response	
	Number	%
Gender		
Female	33	18%
Male	45	24%
If you prefer your own term	2	1%
Prefer not to say	9	5%
Not answered	96	52%
Total	185	100%

Is your gender identity the same as the sex you were registered at birth?		
Yes, it's the same	71	38%
No, it's different	2	1%
Prefer not to say	16	9%
Not answered	96	52%
Total	185	100%

Disability		
Yes	8	4%
No	67	36%
Prefer not to say	14	8%
Not answered	96	52%
Total	185	100%

Ethnicity		
Black	3	2%
Asian	3	2%
White	57	31%
Other	4	2%
Prefer not to say	21	11%
Not answered	97	52%
Total	185	100%

Faith		
Baha'i	0	0%
Buddhist	0	0%
Christian	29	16%
Hindu	1	1%
Humanist	1	1%

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Protected Characteristic	Response	
	Number	%
Jain	1	1%
Jewish	9	5%
Muslim	4	2%
Sikh	1	1%
No religion	19	10%
Other Faith	2	1%
Prefer not to say	21	11%
Not answered	97	52%
Total	185	100%

Pregnancy		
Pregnant	0	0%
On maternity leave	0	0%
Neither	34	18%
Prefer not to say	9	5%
Not answered	142	77%
Total	185	100%

Sexuality		
Heterosexual	60	32%
Gay or Lesbian	1	1%
Bisexual	1	1%
Prefer to define your sexuality in other terms	1	1%
Prefer not to say	24	13%
Not answered	98	53%
Total	185	100%

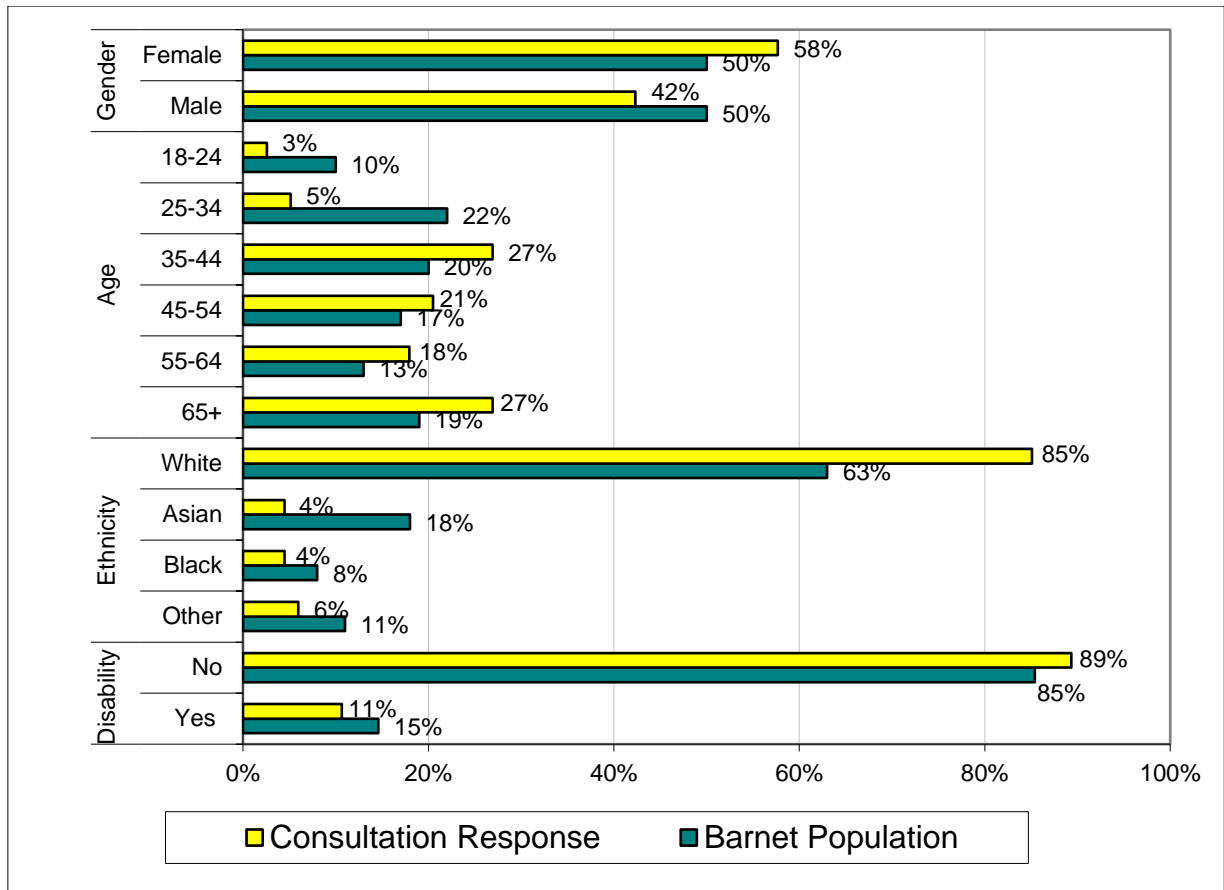
Marital Status		
Single	6	3%
Co-habiting	6	3%
Married	48	26%
Divorced	7	4%
Widowed	1	1%
In a same sex civil partnership	0	0%
Prefer not to say	19	10%
Not answered	98	53%
Total	185	100%

2.4.3 Profile of key demographics

Chart 1 below shows the profile of those who responded to the questionnaire in terms of key demographics compared to the population of Barnet.

However, again due to the low completion of the diversity monitoring questions (48%), it is difficult to draw any conclusions on how representative the response to the consultation is in terms of the borough’s actual population.

Chart 1: General Budget Consultation profile – key demographics



2.5 Calculating and reporting on results

- The results for each question are based on “valid responses”, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question.
- Where percentages do not add up to 100, this may be due to rounding, or the question is multi-coded - i.e. respondents could give more than one answer. The open-ended questions are multi-coded, as respondents could write in more than one comment, and therefore the tables on verbatim comments add up to more than 100%.
- All open-ended responses have been classified based on the main themes arising from the comments, so that they can be summarised. It should also be noted that the responses were very varied, however there were a number of common themes that were evident, and the most common themes have been summarised in this report.

3. Results in detail:

3.1 Views on the budget for 2020/21

Respondents were asked to what extent they agree or disagree with the proposed budget for 2020/21. Table 3 below shows that:

- just under a third of respondents agree (31%) with the council's proposed budget for 2020/21 (4% strongly agree, and 27% tend to agree)
- just over two fifths of respondents disagree (44%) with the council's proposed budget for 2020/21 (21% tend to disagree and 23% strongly disagree).
- the remainder were either neutral (18 %) or said they did not know or were not sure (7%).

Table 3: Respondents level of support for the proposed budget for 2020/21

To what extent do you agree or disagree with our proposed budget for 2020/21?	%	Base
Strongly agree	4.4%	8
Tend to agree	26.6%	49
Neither agree nor disagree	17.9%	33
Tend to disagree	21.2%	39
Strongly disagree	22.8%	42
Don't know / not sure	7.1%	13
Total	100.0%	184

3.2 Views on proposals to increase general Council Tax and to apply an Adult Social Care precept to Council Tax in 2020/21

Respondents were asked to indicate which of the following statements most closely aligns to their opinion in terms of the Council Tax proposals for 2020/21:

- I support the proposal to increase general Council Tax by 1.99% in 2020/21 and I also support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21
- I support the proposal to increase general Council Tax by 1.99% in 2020/21 only
- I support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21 only
- I do not support the proposal to increase general Council Tax by 1.99%, and I do not support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21.

Overall, nearly three fifths of respondents (56%) **support a Council Tax increase to help fund the budget gap in 2020/21**. Table 4 below shows that:

- just under two fifths of respondents (36%) support both the council's proposals on Council Tax: the proposal to increase general Council Tax by 2.99% and the proposal to apply a further 1.99% Social Care Precept in 2020/21

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- 16% support only the proposal to increase general Council Tax by 1.99 % in 2020/21
- 4% support only the proposal to apply a 2% Adult Social Care Precept to Council Tax in 2020/21
- just over two fifths of respondents (44%) do not support either of the council's proposals to increase Council Tax in 2020/21: the proposal to increase general Council Tax by 1.99% and the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21.

Table 4: Respondents level of support for proposed Council Tax increases

Please indicate which of the statements below most closely aligns to your opinion in terms of our Council Tax proposals?	%	Base
I support the proposal to increase general Council Tax by 1.99% in 2020/21 and support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21	35.8%	34
I support the proposal to increase general Council Tax by 1.99% in 2020/21 only	15.8%	15
I support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21 only	4.2%	4
I do not support the proposal to increase general Council Tax by 1.99%, and I do not support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21	44.2%	42
Total	100%	95

3.3 Theme Committee saving/income proposals for 2020/21

Respondents were asked to what extent they agree or disagree with each of the saving and income proposals identified for each of the Theme Committees in 2020/21. Table 5 over the page shows that:

- The saving and income generation proposals in **Children's, Education and Safeguarding Committee (CES)** received the highest level of support, with just under half of respondents (44%) indicating they agree with the saving and income proposals identified within this committee for 2020/21.

Just under a third of respondents indicated that they disagree with the saving and income proposals identified by CES. The remainder were either neutral (15%) or said they did not know or were not sure (2%), with a further 10% of respondents indicating they did not wish to comment on this theme committee.

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- **Adults and Safeguarding Committee (AS) had the second highest level of support**, with just under two fifths of respondents (38%) agreeing with the saving and income proposals identified within this committee for 2020/21.
A similar number of respondents (36%) indicated that they disagree with the saving and income proposals identified within AS. The remainder were either neutral (13%) or said they did not know or were not sure (2%), with a further 10% of respondents indicating they did not wish to comment on this theme committee.
- **There were similar levels of support for saving and income generation proposals identified by Public Health**, with just over a third (36%) agreeing with the saving and income proposals identified within this committee for 2020/21.
Slightly less respondents disagree (31%) with the saving and income proposals identified within Public Health. The remainder were either neutral (21%) or said they did not know or were not sure (2%), with a further 11% of respondents indicating they did not wish to comment on this theme committee.
- **Housing and Growth, Policy and Resources, and Environment Committee received the least support for their saving and income proposals, with only a quarter of respondents agreeing** with the saving and income generation proposals identified within each of these respective theme committees.
Just under two fifths of respondents **indicated they disagree (36%)** with the **Housing and Growth Committee, and Policy and Resources Committee (39%) proposals.**
- **Environment Committee received the highest number of respondents who disagree with the saving and income proposals identified within this committee for 2020/21**, with just over half of respondents (54%) indicated they degree with the Environment Committee saving and income proposals for 2020/21.

Table 5: Views on the savings and income proposals identified by each Theme Committee

Theme Committee	Agree		Neither agree nor disagree		Disagree		Don't know / not sure		No comment		Total
	%	Base	%	Base	%	Base	%	Base	%	Base	Base
Children, Education and Safeguarding	44.2%	42	14.7%	14	29.5%	28	2.1%	2	10.5%	10	95
Adults and Safeguarding	37.9%	36	12.6%	12	35.8%	34	2.1%	2	9.50%	9	95
Public Health	35.8%	34	21.0%	20	30.5%	29	2.1%	3	10.5%	10	95
Housing and Growth	26.3%	25	24.2%	23	35.8%	34	3.2%	3	10.5%	10	95
Policy and Resources	25.0%	24	22.9%	22	38.5%	37	3.1%	3	10.4%	10	96
Environment	24.5%	23	11.7%	11	54.3%	51	2.1%	2	10.5%	10	95

3.4 Further comments on Theme Committee saving and income proposals for 2020/21

Respondents were also asked if they had any comments to make about the saving and income proposals identified for each theme committee for 2020/21. Of those who responded to the consultation, 37 out of 185 gave a response to this question.

The responses to this question were varied and the most common themes, with a response of four comments or more, have been summarised below. Percentages are based on those who answered this question. Further details of the type comments received are provided in table 6.

➤ **Environment Committee, ENV1 Chargeable garden waste collections (24%, nine respondents):**

I disagree with the green bin charging scheme / Charging will divert waste into grey bins or fly tipping / Moving to charging will result long term in increased removal of the green parts of our borough.

➤ **Do not support an increase in Council Tax /an increase in Council Tax is not affordable (19%, seven respondents):**

Council tax increase is unacceptable. / Please don't generate income by increasing council tax for people earning less than £21,000 per year. / My objection is an increase in council tax while the tax goes up every year it's become hard to afford payments. / Please increase income generation and savings to balance the budget without raising the Council tax level

➤ **Frequent comments regarding Environment Committee and Policy Resources Committee:**

It is worth noting that Policy and Resources and Environment Committee received the most comments, however many of these comments were varied and could not be coded into a common theme apart from grouping them under their respective theme committees.

Table 6 over the page gives full details of the types of comments received under each theme committee. Comments that were only cited by one respondent are grouped as 'other' under each theme committee.

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Table 6: Comments on the saving and income generation proposals that have been identified in each committee for 2020/21

Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Number of respondents who completed this question	37	20%
Number of respondents who did not answer this question	148	80%
Total Base	185	100%
Adults and Safeguarding	Number of comments	%
Don't support the increase to Social Care precept: Adults & safeguarding; already a social care precept in place to meet costs, so unreasonable to increase further / The adult social care precept won't be efficient enough to provide benefit, i.e. 2% tax may result in only 1% benefit therefore financially speaking this should not go ahead. For every pound spent you should be providing one pounds worth of benefit for the community. This is something the council fails to do time and time again.	2	5%
Other Adults and Safeguarding Committee comments: the review of care packages to step down the accommodation setting to less an intensive option sometimes goes against the wishes of families and the individual which is unacceptable. The same issue is true for mental health packages. Purchasing nursing care packages from other boroughs means that friends and relatives will have to travel further to see their friends and loved ones and may mean they become isolated.	1	3%
Children, Education and Safeguarding	Number of comments	%
Children, Education and Safeguarding comments: We should be investing in children's education. They are the future taxpayers even if they don't / How can you be confident of delivering the savings of remodelled placements which at the same time delivering the same or better care. This seems a very late saving which if it could have been made would have happened before now.	2	5%
Community Leadership and Libraries Committee	Number of comments	%
Savings should be taken from the community leadership/libraries budget	1	3%

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Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Environment Committee	Number of comments	%
<p>ENV1 Chargeable garden waste collections / I disagree with charging for garden waste: Disagree with the green bin charging scheme. I prefer that the council maintain the roads and the bin services and scale back other activities, especially any activities with a 'growth' of town centre and cycling initiatives. / Charging for green bins will divert waste into grey bins or fly-tipping, reducing net savings / Moving to further cut garden waste service and move to charging will result long term in increased removal of the green parts of our borough as people seek to avoid having to pay directly.</p>	9	24%
<p>Comments on feeling safe: More could be spent on the environment to make it safer. / All I know is Barnet used to be a relatively safe and pleasant borough to live in it is now crime ridden and Lawless and becoming very unpleasant to live in.</p>	2	5%
<p>Other Environment comments: Street cleaning has almost ceased to exist in this area / Environment - the cuts are short-sighted (long term). / There is no supporting evidence to justify the £5 million of savings for "Smart Cities", whatever that means, and for parking charges. / The state of the roads and pavements in Barnet is a disgrace. Filling potholes endlessly shows they need resurfacing properly / More money should be placed in the likes of...environment</p>	7	19%
Housing and Growth	Number of comments	%
<p>Comments about increased housing and lack of infrastructure: While all the new accommodation will generate more council tax there seems to be no recognition that more people means more demand for services. So, with the one hand you are making cuts to services yet with the other you are actively creating more demand by encouraging more development. / There is no housing being built for older the who wish to downsize to something reasonable, not a rabbit hutch! Also, the roads are increasingly overcrowded and there does not seem to be any extra infrastructure with doctors' hospitals or roads to cope with the increase of population we now have.</p>	2	5%
<p>Other comments about Housing and Growth Committee: Barnet do lots of talking and expensive consultations and not enough actual doing. Especially the shambles of what is going on with Brent cross and Brent cross South / It seems ludicrous to say you will generate £203k a year from subletting Barnet House when it is costing £65k a month for the next 12 years because the council moved offices to Colindale without exiting the lease at Barnet House. Exiting the Lease at NLBP was always planned and part of the business case for moving to Colindale. This entry in effect shows the saving twice / You need to invest in the local economy / More money should be placed in the likes of Housing.</p>	4	11%

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Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Policy and Resources	Number of comments	%
<p>Comments regarding CSG and Capita contracts: P& R- You are planning to reconfigure commercial, performance and executive support at a time when more rigorous control and enforcement of contracts is vital and when contractual failings have been repeatedly identified. This seems like a massive false economy. Are the cuts to the CSG contract real or on paper only? / The best thing you can do is terminate the Capita contracts and bring everything back in house! / The amount of money wasted.... on inappropriate outsourcing....</p>	3	8%
<p>Comments regarding mis-managing budgets: Perhaps all councillors and staff working for the council should have a pay deduction to make up for the deficit that they have created through mismanaging our money? / The amount of money wasted on unnecessary managers.... and other inability of budget controllers shouldn't penalise the taxpayer.</p>	2	5%
<p>Other Policy and Resources comments: Policy and Resources looks like it could sustain greater savings compared to the savings being offered from other departments (even those departments experiencing higher demand) / I understand that the VCS support contract will end in August (Groundwork) and October (Inclusion Barnet) without its planned extension and there is no provision to replace it. Losing the current support offer would have a huge impact on our organisation. In particular, the council can't do sector representation itself, by definition / You need to increase your funding that goes to SMEs and to local businesses.</p>	7	19%
Public Health	Number of comments	%
<p>Other Public Health comments: There is also further scope for economy in the public health budget - many public health programmes have poor clinical outcomes, and the council should conduct a zero-base review of this area to ensure the council taxpayer is getting value for money./ Public Health (line 6): Doctors' surgeries and hospitals in Barnet are very overstretched and under-resourced./ PH3 What on earth is reduction in services O11 / More money should be placed in the likes of Public Health.</p>	4	11%
Comments on Council Tax	Number of comments	%
<p>Do not support an increase in Council Tax / An increase in Council Tax is not affordable / Council tax increase is unacceptable: Please don't generate income by increasing council tax for people earning less than £21,000 per year. / My objection is an increase in council tax while the tax goes up every year it's become hard to afford payments. / Please increase income generation and savings to balance the budget without raising the Council tax level.</p>	7	19%

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Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Not enough detail provided in the consultation	Number of comments	%
Not enough detail to know what I am answering to, for example PH3 What on earth is reduction in services O11 / Your documents are so vague that there is no way in telling exactly how the council will save money and what they are spending it on.	3	8%
Other comments	Number of comments	%
I don't feel like this clearly addresses the significant revenue generated from such large quantity of residents, yet the borough looks like a third world country. / I don't know why you ask as you never listen to what Barnet residents tell you. You just go ahead and do whatever you want. / The issue is not what you spend, but how you spend it.	4	11%
Total number of different types of comments	60	162%¹

4.3 Further comments on the proposed budget for 2020/21

Respondents were also asked if they had any further comments to make about the councils proposed budget for 2020/21. Of those who responded to the consultation, 48 out of 185 gave a response to this question.

Again, the responses to this question were varied and the most common themes, with a response of four comments or more have been summarised below. Percentages are based on those who answered this question. Further details of the type comments received are provided in table 7 over the page.

➤ **Council tax is already excessively high / Stop increasing council tax / Too expensive already whilst wages have stayed the same (21%, nine respondents):**

The planned increase is well above the rate of inflation and will only serve to plunge those in low incomes further into debt. / I absolutely disagree with raising taxes while my wages have stagnated for years! / On a low income it is only possibly to cut more and more into one's savings until one has used them up and then ask for support oneself.

¹ Percentages are based on those who answered this question Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 60 different types of comments were received from the 37 respondents who answered this question.

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- **Support an increase in Council Tax to help improve services (15%, seven respondents):**

The council should consider a referendum on a higher increase in council tax, to get finances back to a level that would support real service improvements. / I would be willing to pay even more to protect services if central government would allow us. / consider putting the council tax up more in order to improve living standards in the borough. They have gone down enormously and it is not a nice place anymore. / Council tax should be further increased so that the budget balances. / I agree with proposed Council Tax increase but require a big improvement in the street cleaning activity,

- **More should be spent on Environment/ Improving roads/ Cleaning Streets (8%, four- respondents):**

More should be spent on the environment. / would prefer the roads to be well maintained. The area to be clean and well-lit and bins collected regularly. / Many pavements (e.g. High Road between Whetstone & North Finchley) in the autumn/winter that need clearing of leaves so that they don't become slippery & dangerous. / I support any funding to deal with fly tipping in child's hill / Many more roads & large potholes that need fixing. Perhaps the government should find a way of taxing people with large cars (i.e. SUVs, Range Rovers etc) which are destroying the roads.

Table 7 below gives full details of the types of comments received under each theme committee. Comments that were only cited by one respondent are grouped as 'other' under each theme committee.

Table 7: Further comments about the proposed budget for 2020/21

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
Number of respondents who completed this question	48	26%
Number of respondents who did not answer this question	137	74%
Total Base	185	100%
Adults and Safeguarding	Number of comments	%
Adults & Safeguarding budget: I feel that too much of the budget is allocated towards adults & social care along with policies & resources, especially as I do not understand how it benefits me directly. I think more needs to be allocated to children/education, public health & policing / You are charging separately for green waste collections, arguing that only those who use them should pay. So why don't you use the same argument for "adults and safeguarding" and only those who use it should pay?	2	4%
Other Adults and Safeguarding Committee comments: Pay local care providers what they are asking for care provision, lack of staff is rooted in poor pay, start paying the real living wage ...no excuse for raising this money and then not paying care providers to recruit train and retain key staff.	1	2%

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Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
Children, Education and Safeguarding	Number of comments	%
<p>Comments on more money needs to be spent on schools: My extreme concern as a parent in Barnet is the lack of provision and money for schools. The increased proposal of 2million additional spending across the borough feels that it will not suffice. I am not suggesting that the balancing of the budget is wrong, but I am devastated that my school is asking all parents to pay directly to help fund the school. Essentially education spending is insufficient in Barnet and it is a disgrace / Would also like to see more secondary schools in Barnet with high standards.</p>	2	4%
Environment Committee	Number of comments	%
<p>More needs to be spent on Environment / Improving roads/ Cleaning Streets: More should be spent on the environment/ As mentioned previously, would prefer the roads to be well maintained. The area to be clean and well-lit and bins collected regularly / There are many pavements (e.g. High Road between Whetstone & North Finchley) in the autumn/winter that need clearing of leaves so that they don't become slippery & dangerous. / I would support any funding to deal with fly tipping in child's hill / There are many more roads & large potholes that need fixing. Perhaps the government should find a way of taxing people with large cars (I.e. SUVs, Range Rovers etc) which are destroying the roads.</p>	4	8%
<p>Other Environment Committee comments: ENV1 Chargeable garden waste collections: I do not support garden waste charging: I would urge the Environment Committee to reconsider their decision to charge for Green Waste Collection in the interests of the residents of the Borough of Barnet.</p>	1	2%
Housing and Growth	Number of comments	%
<p>What has happened with the extra revenue generated from new homes being built: With thousands of new flats the extra revenue generated does not reflect services available. with no improvement to services / What has happened to all the council tax from the massive over development of Colindale?</p>	2	4%
<p>Too many houses being built: I think too many new homes apartment blocks are being built in the borough, particularly in concentrated areas / Extra housing and social housing has now become detrimental to the quality of life to most of us!!</p>	2	4%
<p>Comments about Saracens: To what extent does the £30m given to Saracens....impact on the budget shortfall and need for savings in other areas? And are these the reasons for preventing public scrutiny of council decisions? / It is not visible for the council to raid my monthly wages so as to pursue unnecessary projects like giving loans to Saracens?</p>	2	4%

GENERAL BUDGET CONSULTATION 2020/21

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
<p>Other Housing and Growth comments: The council should not get involved in other areas especially promoting 'growth' and 'climate emergency' measures. They tend to be cover for wasteful activities and are not part of the core services / To what extent does the ... cost associated with the redevelopment of Brent Cross impact on the budget shortfall and need for savings in other areas?</p>	2	4%
Policy and Resources	Number of comments	%
<p>Policy and Resources comments: Once again I urge you to sell the Mayor's car and set an example to the electorate instead of driving him/her around in a Jaguar which not only guzzles petrol but is environmentally unsound. Get an electric car now! / As a registered charity we rely on the support of Inclusion Barnet and Young Barnet Foundation and would hope that London Borough of Barnet will continue its contract with Inclusion Barnet and fund something towards the support we receive from Young Barnet Foundation.</p>	2	4%
Public Health	Number of comments	%
<p>Public Health comments: Would like to see more spent on healthcare (need more GP surgeries in Totteridge!). So many new build homes in the area and no additional GP surgeries it's a nightmare.</p>	1	2%
Council Tax	Number of comments	%
<p>Council tax is already excessively high / Stop increasing council tax / Too expensive already whilst wages have stayed the same: The planned increase is well above the rate of inflation and will only serve to plunge those in low incomes further into debt. / I absolutely disagree with raising taxes while my wages have stagnated for years! / On a low income it is only possibly to cut more and more into one's savings until one has used them up and then ask for support oneself. / It is a disgrace to be asking us to pay an additional tax (adult & social care tax) on top of an already large council tax which you also want to increase each year. This will lead to people not being able to afford to pay it, or not pay for other important things (e.g. things for exercise/health) & it will just cause more problems for the borough to have to sort out and pay for.</p>	10	21%
<p>Support an increase in Council Tax to help improv services: The council should consider a referendum on a higher increase in council tax, to get finances back to a level that would support real service improvements. / I would be willing to pay even more in order to protect services if central government would allow us. / Yes consider putting the council tax up more in order to improve living standards in the borough. They have gone down enormously and it is not a nice place anymore / Council Tax should be further increased so that the budget balances. / I agree with proposed Council Tax increase but require a big improvement in the street cleaning activity.</p>	7	15%
<p>Other Council Tax comments: You need to ask yourselves how other councils provide for a much better/cheaper borough i.e. Wandsworth band F is £1,146 yet Barnett is £2,232. How is there such a disparity?</p>	1	2%

GENERAL BUDGET CONSULTATION 2020/21

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
Other comments	Number of comments	%
<p>Suggestions for income generation: Implement taxes and increase fines - implement a specific tax on alcohol, tobacco and petrol/diesel purchased within the borough; implement tax on gambling. Increase fines for littering. Implement speed cameras across residential areas. / Focus on shared ownership social housing (vs. social rent) in which the borough can benefit from long term value appreciation as well in order to fund future budgets. Ensure council owned leisure centres are profit centres to cross subsidise other parts of the budget. / The council should use the revenue created through in-house businesses and capital revenue to fund the increasing adult social care costs... and a levy to collect bins on top of a rise in council tax is not acceptable.</p>	2	4%
<p>Comments about further savings: Identify further areas for cuts within the budget, likely in the large categories e.g. Adults and Safeguarding, Children, Education and Safeguarding, Policy and Resources / You are making appropriate savings in some areas. However, you should be doing more to lobby government to ease austerity and bring back funding levels to where they used to be.</p>	3	6%
<p>Cut salaries of staff/managers at the council: Wages are not going up by 3% so how come we have to lower our living standard so council can keep theirs up cut wages in council its obscene some of the wages paid / too many Council 'bigwigs' are getting very high salaries, while we're told services must be cut. Try cutting management salaries!</p>	2	4%
<p>Not enough detailed information on budget: Why can't you tell us exactly where the money is going instead of giving us a generalised pie chart with very vague themes? / Your proposed budget should include all the proposed areas and amounts per area that would be saved.</p>	2	4%
<p>Other comments: The system itself needs to be improved putting extra money into a broken/inefficient system is pointless / Thank you for doing a good job and for making Barnet a pleasant place to live, and for soliciting input from the constituents, it is greatly appreciated/ We need to address injustice and social mobility. We have a predominantly middleclass borough who are unfamiliar with the less advantaged. We need to support them and to provide opportunity / In reality it took far longer to complete as the reader is then directed to a number of different links to analyse proposals from different areas.... other consultations are referenced which closed before this consultation even began - case in point the green bin collection consultation which nobody I have questioned (thus far 40 households and still counting) even knew about</p>	7	15%
Total number of different types of comments	55	115%²

² Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 55 different types of comments were received from the 48 respondents who answered this question.

4.4 Written response to the consultation

There was also one written response from a resident. Full details of the written response have been summarised below:

- the council needs to work better when it comes to making our street safer for drivers and pedestrians and NOT to focus on generating money from unfair penalties (especially in junction boxes)
- providing parking places for people travelling from areas that there is no convenient means of public transport to link them to their place of work
- cut down on unnecessary road works that cost the taxpayer and drains budgets
- making sure the pay rise rate for CEO or executives matches the national inflation rate
- the council should keep things as they are against charging for green waste collections could cause fly-tipping problems and moving to fortnightly bin collections could result in smelly bins (citing non-hazardous clinical waste).

Appendix I

Business Planning 2020/21

Cumulative Equalities Impact Assessment (CEqIA)

2020/21

Consultation, Strategy Team

1. Introduction and scope of assessment

Barnet Council, in line with its statutory responsibilities, undertakes Equality Impact Assessments (EqIAs). EqIAs provide a systematic way of assessing the impact of decision making on different equality groups. During the council's annual budget cycle, EqIAs are completed for all proposals identified as requiring them to inform decision making. An EqIA should be completed if a proposal affects residents or staff with protected characteristics; these characteristics are set out on page two of this appendix.

This document summarises the Equality Impact Assessment for the budget proposals for the financial year 2020/21 and also takes account of previous CEqIA reports. Budget decisions can have different impacts on different groups of people, either through changes to individual services or changes to a range of services, which have an impact cumulatively on a particular group. This report highlights:

- the key impacts of potential budget decisions for legally protected groups
- where a series of decisions might have a greater negative impact on a specific group
- ways in which negative effects across the council may be minimised or avoided, and where positive impacts can be maximised or created.

2. Legal duties

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Policy and Resources committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act
- b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- b. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- c. encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a. tackle prejudice
- b. promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- marriage and civil partnership.

The Equality Duty does not impose a legal requirement to conduct an Equality Impact Assessment, rather it requires public bodies to demonstrate their consideration of the Equality Duty and the conscious thought of the Equality Duty as part of the process of decision-making. This entails an understanding of the potential effect the organisation's activities could have on different people and a record of how decisions were reached.

In addition to the protected characteristics identified within the Equality Duty, Barnet Council also considers the impact of decision making on other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition which might mean that our proposals will impact more heavily on them.

3. Our approach

In Barnet we use the EqIA process to identify the main potential impacts on groups covered by legislation (the protected characteristics in the Equality Act 2010). The budget savings report includes a line for each savings proposal, indicating whether or not an EqIA is required. An EqIA is required for any proposal which alters service delivery and is assessed to impact those with protected characteristics.

This report identifies areas where there is a risk that changes resulting from individual budget proposals for 2020/2120, may have, when considered together, a negative impact on particular groups.

It is important to note this is an ongoing process. As individual budget proposals are developed and implemented, they will be subject to further assessment. This assessment also describes mitigating actions that are being put in place.

4. Context

We have big ambitions for Barnet, but like all councils we're in a difficult financial situation, with over £71.9m to save over the next five years. This is in the context of more and more people needing our services, increasing costs, and uncertainty about our future funding.

So far, Barnet has been innovative in its approach to tackling this financial challenge by being open to new ways of doing things, finding ways to become even more efficient and working closely with partners across the public, private and voluntary sectors. But having already made a significant amount of reductions, the process of finding further savings is getting increasingly more difficult.

Going forward, the council will need to make some tough decisions about priorities and how we spend our limited resources, and it is important for us to ensure we get residents views and feedback on what matters to them and how we should approach this. The Corporate Plan for 2019-24 sets out our vision and strategy for the next five years. This includes the outcomes we want to achieve for the borough, the priorities we will focus resources on, and our approach for how we will deliver this.

The Corporate Plan 2019-2024 also includes the Council's updated Strategic Equalities Objective: Ensuring that residents are treated equally, with understanding and respect, and all have access to quality services.

5. Findings from previous years

The CEqIA for 2019/20 showed that the Budget proposals would have positive and neutral benefits on Barnet residents and businesses including the protected characteristics. However, minimal negative impacts were identified in the following areas, where mitigating actions would need to be introduced:

- overall it was identified that there may be a cumulative negative impact on residents with disabilities, on those within certain age groups and on individuals based on their marital status
- there are also some cumulative positive impacts, with young people, those of working age and those with disabilities being positive impacted by the proposed changes
- in addition to those with protected characteristics, the following groups may be negatively impacted by the 19/20 budget: carers, people on a low income, those unemployed and young people who are NEET.

6. 2020/21 Savings Proposals with EqlAs

The table on the following page summarises the 2020/21 budget savings proposals which have EqlAs. One saving proposal for 2020/21 does not have an EqlA: Adults and Safeguarding: AS10 Changes to Fees and Charges. The service specific consultation findings and updated EqlA will be presented to Adults and Safeguarding Committee in February 2020 before incorporating into this CEqIA.

Key:
Positive +
Negative –
No Impact o
Unknown x

Summary of 20 20/21 savings proposals

Budget Ref	Description of proposals	Overall Outcome of EQIA including mitigation	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups
Adults and Safeguarding Committee												
A&S 1	Transformation of Your Choice Barnet Contract supported living and day-care services (the EqIA can be found here)	Positive	+	+	o	o	o	o	+	o	o	+ Carers
A&S 5	Increasing block nursing care placements (the EqIA can be found here)	Positive	+	+	o	o	+	+	+	o	o	+ In receipt of Care
A&S 7	Implementing a pre-paid card solution and transitioning 80% of direct payment clients to it (the EqIA can be found here).	Negative	-	-	o	o	o	o	-	o	o	- (Carers, People with mental health conditions, some families and lone families, those on a low income, unemployed, Young people NEET
A&S13	Increasing the independence of older adults / clients with physical disabilities through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements (the EqIA can be found here).	Positive / Neutral ¹	-	-	o	o	-	o	o	o	o	- (Carers)

¹ The negative impact may affect *some* older people, people with disabilities or those from specific religious backgrounds however, it will not negatively impact all of those identified therefore the overall impact has remained positive / neutral.

Budget Ref	Description of proposals	Overall Outcome of EqIA	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups
A&S14	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care (the EqIA can be found here).	Positive	+	+	0	0	0	0	+	0	0	+ (Carers)
A&S15	Support for working age adults: Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option, step up setting where there is a risk of carer breakdown, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals (the full EqIA can be found here).	Positive	+	+	0	0	0	0	0	0	0	+ (Carers, unemployed, people on low income, unemployed people)
A&S16	Strength based reviews of people with mental health conditions: Several activities are being planned to support this proposal (the EqIA can be found here).	Positive	+	+	0	0	0	0	+	0	0	+ (People with mental health problems living in poverty are reliant on

													publicly funded social care)
Environment Committee													
Budget Ref	Description of proposals	Overall Outcome of EqIA	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups	
ENV1	Proposal to introduce an annual charge for the collection of garden waste from households. The existing service is provided with no direct charge made to service users, however this is not a statutory service, and a charge can be made for this service. The saving will encourage more residents to compost at home and will reduce collection costs and vehicle emissions (the EqIA can be found here),	Minor negative	-	-	0	0	0	0	0	0	0	0	- (Residents living in area of higher deprivation, unemployed)
ENV3	Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts). (The EqIA can be found here).	No Impact on Bus shelters	0	0	0	0	0	0	0	0	0	0	0
ENV 3	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money ((the EqIA can be found here).	Minor negative	0	-	0	0	0	0	0	0	0	0	0

Budget Ref	Description of proposals	Overall Outcome of EqIA	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups
Public Health												
PH5	Healthy Child Programme - redesigning support for pregnant teenage parents (the EqIA can be found here).	Minor negative impact	-	-	0	-	0	0	-	0	0	- Lone female parents
Housing and Growth												
H7	Development of affordable housing supply: The proposal involves the delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. The council has approved the investment of £1m, of which £0.25m is already committed. Provision of this affordable supply would result in increased temporary accommodation cost avoidance (the EqIA can be found here).	Positive impact	+	+	0	0	0	0	0	0	0	+
H8	Acquisition of affordable housing from the open market: The proposal involves the delivery of 250 homes across 3 schemes. Units will be funded through HRA borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply would result in increased temporary accommodation cost avoidance (the EqIA can be found here).	Positive impact	+	+	0	0	0	0	0	0	0	+

7. Analysis of the cumulative equalities impact

For the 20/21 budget there are 13 savings proposals for which EQIAs have been conducted. Of these overall: eight have forecasted the outcome of a positive or neutral impact; one with a negative impact; three with a minor negative impact; and one with no impact.

It is anticipated that there could be a cumulative equalities impact on two of the protected characteristics – age and disability – alongside a cumulative impact on some of the other identified key groups. This includes carers, people on a low income, those unemployed and young people who are NEET. Further detail on these impacts and any identified mitigating actions can be found below.

It is important to note that there are also continuations of savings proposals from previous years that may add to any potential cumulative impacts, as discussed in Section 5. People with protected characteristics that were negatively impacted by the 19/20 budget included residents with disabilities, on those within certain age groups and on individuals based on their marital status. In addition to those with protected characteristics, the following groups may be negatively impacted by the 19/20 budget: carers, people on a low income, those unemployed and young people who are NEET.

Age

Seven of the 13 EqlAs completed show a positive impact on specific age groups (young people, older people, and people of working age), details of which can be found in Table One below.

Two of the 13 EqlAs completed a possible negative impact on older service users these are due to the changes to the way in which Adult Social Care services are delivered.

Two out of the 13 EqlAs completed showed a possible a minor negative impact, these are relating to:

- the introduction of charging for Garden Waste and the possible impact on older people paying for the service online.
- the redesign the Health Child Programme and the possible impact on women under 20 years of age.

These impacts have been thoroughly considered and the following mitigations have been identified. It is anticipated that further mitigations will be put in place as and when proposals and projects develop.

Table one below illustrates the impacts on age and the mitigating actions where there is a possible negative impact

Table one: Age - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S1: Transformation of Your Choice Barnet Contract for supported living and day-care services	Positive impact: For young and working-age adults as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment.	None required
A & S 5: Increasing block nursing care placements	Positive impact: This should have a positive impact on older people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital.	None required
A & S 7: Implementing a pre-paid card solution	Negative impact: When it comes to older clients, moving from a DP bank account to a prepaid card account could create a disproportionate impact, particularly as prepaid card accounts rely heavily on clients being able to access and use services on-line to a proficient level.	Support and guidance offered for any services switching online, alongside alternative options where required
A & S 13: Increasing the independence of older adults / clients with physical disabilities	Negative impact: Some very elderly & frail adults may prefer and feel safer living within a residential placement rather than in the community with support. Elderly people supported using equipment and adaptations as opposed to home care visits may feel more socially isolated Increasing social isolation for older adults if more home adaptations lead to less physical visits	Full consultation and engagement with individuals on their care plans and any changes being made, including considering social needs and identifying other ways these can be met. Practice from providers to be monitored by our Commissioning and Care Quality functions

Table one: Age - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A & S14: Increased use of assistive technology	Positive impact: Demographic data indicates that 85% of service users are over 65 and this group will be impacted by the proposal. However, the survey evidence suggests that the impact will be positive given the benefits that have already been realised by the introduction of Assistive Technology to the current user group.at	None required
A & S 15: Support for working age adults	Positive impact: This work is focused on adults of working age receiving social care support. The work is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	All social worker reviews will continue to be completed in line with the Care Act. They will involve the service user, their carer and families and existing providers. They will continue to take the views of the service user and their carers/families into account and ensure that eligible needs are identified and met where appropriate through the support plan.
A&S 16: Strength based reviews of people with mental health conditions	Positive impact: Overall this should have a positive impact on people's quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments considering of people's goals and wishes.	None required
ENV1: Proposal to introduce an annual charge for the collection of garden waste from households.	Minor negative impact: Consultation data suggests older respondents are less likely to be able to sign up online, however they were more likely to consider paying for the service. Consultation data shows respondents aged 35-44 and 45-54 were more likely to be against the idea of charging, however data indicates they would be able to sign up online.	Accessibility functionality on website and online webforms. The council will investigate options for subscriptions to be made via telephone where this is specifically required by some residents and can be done so in line with current card payment regulations.

Table one: Age - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
PH 5: Healthy Child Programme - redesigning support for teenage parents.	Minor negative impact: Women under 20 years of age will be impacted by the change however, because they will all receive alternative interventions, consulted women were receptive of the changes.	<p>Alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out.</p> <p>Teenage pregnancy rates will continue to be monitored as well as child health and wellbeing up to the age of 2. MECSH data will be monitored as per the programme metrics in service contract meetings.</p>
H7: Development of affordable housing supply	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically properties suitable for older people..	None required
H8: Acquisition of affordable housing from the open market	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically suitable for older people.	None required

Disabilities

Seven of the 13 EqlAs show a possible positive impact on those with disabilities, details of which can be found in Table Two below.

Two of the 13 EqlAs completed show a possible negative impact on those with disabilities. These are again due to the changes to the way in which Adult Social Care services are delivered.

Three out of the 13 EqlAs completed show a possible minor negative impact, these are relating to:

- the introduction of charging for Garden Waste and the possible impact on residents with learning disabilities in their capability to sign up to the online service.
- the proposed LED retrofit of street lighting and the possible impact on residents who might be impacted by lighting with high coloured temperatures
- the redesign the Health Child Programme and the possible impact on women with a disability or special needs.

These impacts have been thoroughly considered and the following mitigations have been identified. It is anticipated that further mitigations will be put in place as and when proposals and projects develop.

Table two below illustrates the impacts on people with disabilities and the mitigating actions where there is a possible negative impact.

Table two: Disabilities - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S1: Transformation of Your Choice Barnet Contract for supported living and day-care services	<p>Positive impact: All people using YCB services will have a learning disability and/or autism spectrum condition.</p> <p>This is an on-going positive change as the model was implemented in 2016. Individual discussions continue to had with the individuals using the service users to agree and update their person centred support plans.</p>	None required

Table two: Disabilities - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S 5: Increasing block nursing care placements	Positive impact: All people living in nursing care will have some level of disability. This should have a positive impact on people's quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital.	None required
A & S 7: Implementing a pre-paid card solution	Negative Impact: For all people transferring to a prepaid card, there are likely to be both positive and negative impacts. A significant number of adults receiving the cards (851), can be classed as having a disability, so the implementation of prepaid cards will have a disproportionate impact on this group, particularly where the disability affects mental capacity.	There will be communication with current direct payment clients to provide information, advice, and support on the shift, to ease and alleviate fears. Clients can opt out of using prepaid cards, and instead choose to continue using Direct Payment.
A&S13: Increasing the independence of older adults / clients with physical disabilities	Negative: Service user with physical disability, learning disability or mental health problems who have special needs may need additional support to live in the community. People remaining in their own homes supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated	Full consultation and engagement with individuals on their care plans and any changes being made, including considering social needs and identifying other ways these can be met.

Table two: Disabilities - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S 14: Increased use of assistive technology	Positive impact: This proposal is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	None required
A&S15: Support for working age adults	Positive impact: Overall the proposal is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	All social worker reviews will continue to be completed in line with the Care Act. They will involve the service user, their carer and families and existing providers. They will continue to take the views of the service user and their carers/families into account and ensure that eligible needs are identified and met where appropriate through the support
A&S16 Strength based reviews of people with mental health conditions	Positive impact: Overall this should have a positive impact on people's quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments considering of people's goals and wishes.	None required
ENV 1: Proposal to introduce an annual charge for the collection of garden waste from households.	Minor negative impact: Based on JSNA evidence, some impact may be made on those with learning disabilities in their capability to sign up to the service. Consultation data shows there is some impact on respondents who stated they have a disability being able to sign up online, where a slightly higher percentage confirmed they may not be able to, compared to the percentage of respondents who stated they did not have a disability.	Accessibility functionality on website and online webforms. The council will investigate options for subscriptions to be made via telephone where this is specifically required by some residents and can be done so in line with current card payment regulations.

Table two: Disabilities - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
ENV3: Street Lighting	Minor negative impact: Changes to LED street lighting affecting those who have sensitivities to high colour temperature lighting	Researching best practice and putting a limit on the colour temperature for any change in street lighting Limit the colour temperature to no more than 4000K
PH 5: Healthy Child Programme - redesigning support for teenage parents.	Minor negative impact: The impact on service users with a disability will be that they will receive an alternative intervention of a lesser intensity. However, further support is available, if residents expressed special needs.	The alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out. Teenage pregnancy rates will continue to be monitored as well as child health and wellbeing up to the age of 2. MECSH data will be monitored as per the programme metrics in service contract meetings.
H7: Development of affordable housing supply	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically properties suitable disabled (including wheelchair adapted) homes.	None required
H8: Development of affordable housing supply	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically properties suitable for disabled (including wheelchair adapted) homes.	None required

Gender

Four of the 13 EqlAs show a possible positive impact on gender, details of which can be found in Table Three below.

One out of the 13 EqlAs completed show a possible minor negative impact on women, this is relating to the redesign the Health Child Programme and the possible impact on women under 20 years of age.

The impact has been thoroughly considered and the following mitigations have been identified.

Table three below illustrates the impacts on gender and the mitigating actions where there is a possible negative impact.

Table three: Gender – Positive and negative impacts and Mitigations		
Ref.	Impact	Mitigation
A & S1: Transformation of Your Choice Barnet supported living and day-care services	Positive impact: Adults of both genders will benefit from this proposal and the person-centred approach the service will take to supporting people, where appropriate, to progress to greater independence.	None required
A&S 5: Increasing block nursing care placements	<p>Positive impact: Adults of both genders may be positively impacted by this proposal, however there is a greater proportion of females in this cohort than the wider Barnet / national population.</p> <p>This should have a positive impact on people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital. Increasing the block arrangements with nursing care providers will give the council a more formalized relationship with providers giving the council increased leverage to work with providers to improve the quality of provision.</p>	None required

Table three: Gender – Positive and negative impacts and Mitigations		
Ref.	Impact	Mitigation
A & S 14: Increased use of assistive technology	Positive impact: The evidence shows that the majority of current Telecare service users are female (63%). Although this group are in the majority within this protected group the proposal is likely to lead to positive impacts for users of Assistive Technology. This proposal is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	None required
A & S 16: Strength based reviews of people with mental health conditions	<p>Positive impact: Overall this should have a positive impact on people’s quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments taking into account of people’s goals and wishes.</p> <p>Adults of both genders may be impacted by this proposal, however there is a greater proportion of males in this cohort than the wider Barnet / national population. Proportionately more males will be subject to regular review and strengths-based provision of care.</p> <p>While some service users may be less satisfied if they receive lower levels of support / more independence-focussed support, overall this should have a positive impact on people’s quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments taking into account of people’s goals and wishes.</p>	None required
PH 5: Healthy Child Programme - redesigning support for teenage parents.	Minor negative impact: Women under 20 years of age will be impacted by the change however, because they will all receive alternative interventions, consulted women were receptive of the changes.	The alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out. Teenage pregnancy rates will continue to be

Table three: Gender – Positive and negative impacts and Mitigations		
Ref.	Impact	Mitigation
		monitored as well as child health and wellbeing up to the age of 2. MECSH data will be monitored as per the programme metrics in service contract meetings.

Pregnancy and maternity leave

One out of the 13 EqIAs completed shows a possible minor negative impact on pregnancy and/or on maternity leave, this is relating to the redesign the Healthy Child Programme and the possible impact on residents who are pregnancy and/or on maternity leave.

The impact has been thoroughly considered and the following mitigations have been identified.

Table four illustrates the impacts on pregnancy and maternity leave and the mitigating action where there is a possible negative impact.

Table four: Pregnancy and maternity leave – Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
PH 5: Healthy Child Programme - redesigning support for teenage parents.	Minor negative impact: The impact for pregnant service users will be that, if they are identified with an additional vulnerability, then they will receive an alternative service that is proven to be effective and proven to increase residents and staff satisfaction.	The alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out. Teenage pregnancy rates will continue to be monitored as well as child health and wellbeing up to the age of 2.

Race /Ethnicity

One of the 13 EqIAs show a possible positive impact on people depending on their race or their ethnicity, details of which can be found in Table Three below.

One out of the 13 EqIAs completed show a possible minor negative impact, this is relating to A & S I3: Increasing the independence of older adults / clients with physical disabilities which could possibly have an impact on service users who have different cultural background.

These impacts have been thoroughly considered and the following mitigations have been identified.

Table five below illustrates the impacts on people from different ethnic back grounds and the mitigating actions where there is a possible negative impact.

Table Five: Race and ethnicity – Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S 5: Increasing block nursing care placements	<p>Positive impact: Adults of all religions or beliefs may benefit from this proposal.</p> <p>This should have a positive impact on people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital.</p>	None required
A & S I3: Increasing the independence of older adults / clients with physical disabilities	<p>Minor negative impact: Service users will need assurance that culturally appropriate community support and care services are available -for example home carers who understand their cultural background and are able if needed to speak their language if English is not their first language.</p>	<p>Contract monitoring with home care providers will ensure that equalities issues are addressed.</p> <p>The assessment and support planning process, which fully involves the service user, will identify particular needs.</p> <p>Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs.</p>

Religion or belief

One of the 13 EqIAs show a possible positive impact on people depending on their race or their religion or belief, details of which can be found in Table Three below.

One out of the 13 EqIAs completed show a possible minor negative impact, this is relating to A & S I3: Increasing the independence of older adults / clients with physical disabilities which could possibly have a minor negative impact on service users from different religious or faith background.

This impact has been thoroughly considered and the following mitigations have been identified.

Table six below illustrates the impacts on people from different ethnic back grounds and the mitigating actions where there is a possible negative impact.

Table six: Religion or belief - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S 5: Increasing block nursing care placements	Positive impact: Adults of all religions or beliefs may benefit from this proposal. This should have a positive impact on people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital. Increasing the block arrangements with nursing care providers will give the council a more formalized relationship with providers giving the council increased leverage to work with providers to improve the quality of provision	
A & S I3: Increasing the independence of older adults / clients with physical disabilities	Minor negative: Service users will need assurance that culturally-appropriate community support and care services are available -for example home carers who understand their cultural background and are able if needed to speak their language if English is not their first language.	Contract monitoring with home care providers will ensure that equalities issues are addressed. The assessment and support planning process, which fully involves the service user, will identify particular needs. Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs.

Other key groups

There are four other key identified groups that may experience a cumulative negative impact from the 20/2021 saving and income proposals. This includes; carers, people on a low income, those unemployed, and young people who are NEET and lone parents.

Further details are given below:

- A&S 7, Implementing a pre-paid card solution: Carers, People with mental health conditions, some families and lone families, those on a low income, unemployed, Young people NEET may experience a possible negative impact.
- A&S13, Increasing the independence of older adults / clients with physical disabilities: Carers, may experience a possible negative impact.
- ENV1, Proposal to introduce an annual charge for the collection of garden waste from households may have a minor negative impact on residents living in areas of higher deprivation and unemployed)
- PH5, Healthy Child Programme, redesigning support for pregnant teenage parents may have a minor negative effect on lone parents.

8. Results from the budget consultation

The council consulted on its 20/21 budget between 8 January and 3 February 2020y. A total of 185 individuals responded to the Budget Consultation survey, with a further nine written responses received.

A break-down of respondents by protected characteristic is provided in the accompanying Appendix H. Due to the low response rate to questions on protected characteristics, it has not been possible to analyse the survey results by protected characteristics.

Related to the cumulative impacts outlined above, nine respondents (24%²) raised concerns for saving EN3 from Environment Committee: Charging for garden waste services. Respondents reported that they disagreed with the saving line and expressed concerns that charging will divert waste into grey bins or fly tipping.

² Percentages are based on those who answered this question Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 60 different types of comments were received from the 37 respondents who answered this question.

9. Conclusion

For the 202021 budget, 13 saving proposals carried out EqlAs. Of these overall: eight have forecasted the outcome of a positive or neutral impact; one with a negative impact; three with a minor negative impact; and one with no impact.

However, within overall positive EqlAs there are also some negative impacts on certain characteristics.

Overall it has been identified that there may be a cumulative negative impact on residents with disabilities, on those within a certain age groups, ethnicity and religion.

There are also some cumulative positive impacts, with older people, those with disabilities, ethnicity and religion being positive impacted by the proposed changes.

In addition to those with protected characteristics, the following groups may be negatively impacted by the 20/21 budget: carers, people on a low income, those unemployed, young people who are NEET and lone parents.

The CEqlA 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 CEqlA 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 EqlAs). However, given the scale of savings the council is obliged to make, change is inevitable.

10. Looking Forward

The EqlA process is an iterative process. As Budget proposals are implemented, they will be kept under review and further equalities analysis will be undertaken and individual EqlAs updated as proposals develop.

Barnet 2024

Capital Strategy

2020 - 2024

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1. Purpose of the Capital Strategy

The Capital Strategy 2019-24 underpins the Council's Medium Term Financial Strategy and combined forms a key component of the Council's strategic response to the financial challenges it faces and its ambitions for the borough, as set out in the corporate plan: Barnet 2024.

It sets out the Council's approach to capital investment and provides both a mechanism to ensure capital investment is driven by and aligned with the Council's corporate plan and a framework by which decisions on the capital programme are made and monitored.

The objectives of the Capital Strategy are to;

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

This document sets out how the Council will deliver those objectives, including the governance and financing arrangements.

The corporate plan is based on three strategic outcomes and supporting priorities. These, together with the outlined approach to delivering these within financial constraints, have shaped the broad priorities for the Council's Capital Strategy:

- Driving and supporting responsible growth and development as a critical component of financial sustainability and independence
 - for example, Brent Cross regeneration
- Improving outcomes and supporting a reduction in demand on services
 - for example, investment in green spaces and leisure centres and reduced demand for local health and care services
- Enabling delivery of high value efficiencies in the MTFS
 - for example, enabling the delivery of MTFS savings such as reductions in temporary accommodation costs through investment in housing
- Enabling delivery of new statutory requirements
 - for example, the systems replacement within Adult Social Care enabling the council to work in a way best suited to discharging statutory duties

The Capital Strategy will be reviewed and revised annually, to ensure it reflects the needs and priorities of the Council.

2. Barnet 2024

The Council’s Corporate Plan for 2019-2024 sets our vision and strategy. This includes outcomes we want to achieve for the borough, the priorities we will focus limited resources on, and our approach for how we will deliver these. The priorities place a particular emphasis on ensuring that:

- The growth of the borough benefits all residents
- Barnet’s credentials as a family friendly borough are protected and enhanced
- We create opportunities for resident to live independent, active and healthy lives; and
- The council is well run and easy to deal with.

The Council is investing £363m for the delivery of a new Thameslink mainline rail station and associated critical infrastructure works will provide residents and visitors improved access to the area, pedestrian, cycling and vehicle links across the railway, and replace outdated waste and freight facilities.

The Council has allocated over £280m of investment for housing matters including housing strategy, homelessness, social housing & housing grants and commissioning of environmental health functions for private sector housing. Initiative include:

- open market purchases of 90 affordable homes outside of the borough to increase the supply of affordable housing to homeless households and lower the costs of temporary accommodation,
- to develop 17 new homes at affordable rent on council land to increase the supply of affordable housing for homeless households,
- Repairing and improving our housing stock properties, including the replacement of kitchens, bathrooms, doors and windows, estate improvements and door entry systems, and the replacement of water mains, domestic and communal heating systems, aerials, one off electrical rewiring and re-roofing,
- to develop 126 Extra Care homes at affordable rents for vulnerable older people, diversifying Barnet’s accommodation to support older people and allow them to remain independent, give them security of tenure and further their quality of life,
- to purchase 82 residential properties in the borough for use at affordable rent
- developing 87 new homes for affordable rent to increase the supply of homes in borough
- ensure all of council’s high-risk properties (high rise, sheltered schemes and hostels) meet or exceed the requirements of the fire regulations ensuring the tenants and leaseholders are safe and that the council is proactively meeting the expected changes to the building regulations

The Council has set aside a further £223m, to develop 320 new homes at affordable rent in the borough by 2022 and purchase 500 residential properties in Greater London and other areas within 50-mile radius for use at affordable rent, to increase the supply of affordable housing for homeless households.

The Council has begun work on the regeneration of Brent Cross Cricklewood and have set aside an initial £16m on a series of projects that will facilitate comprehensive regeneration of the 151-hectare area including affordable homes, employment, retail, leisure and social infrastructure such as schools, public realm and green space, offering benefits to both the local population, and wider London. This is supported by a £23m Strategic Infrastructure Fund as part of a commercial funding agreement with Argent Related, for the development of the Brent Cross site.

The Council's Children, Education & Safeguarding Committee oversees a capital programme with a budget of £49.8m. The Committee has a wide range of responsibilities for all matters relating to children, schools and education. Initiatives include;

- Modernisation programme which will oversee improvements to school infrastructure,
- Additional Places programme for Primary & Secondary Schools which has been able to re-provide 60 places at a primary school level and to create an additional 60 new places at a secondary school and facilitated the building of the new 6 form entry Saracens High School
- Special Educational Need (SEN) Schemes has enabled an additional 34 SEN places to be created at 3 schools and 1 Pupil Referral Unit, and
- The creation of new nursery places and a new children's home.

The Council continues to spend on our Network Recovery Programme, with a further £21.19m planned in the coming years to improve the boroughs infrastructure, parking, environment, air quality and traffic flow. Additionally, we are investing a further £7.6m to upgrade the borough wide street lighting, replacing them with LED powered columns which are more environmentally efficient and provide a better night perception.

The Council has established a strategic opportunities fund of £26m to enable strategic purchases which will generate a return to the Council.

The Council is investing £12.7m for the creation of two new leisure centres at Barnet Copthall and Victoria Park in New Barnet.

The Council is spending £6.9m as part of our Parks and Open Spaces Strategy, which has been developed to guide future investment in parks, ensuring that they are practical and are part of the well-used fabric of the local community.

The Council has allocated £2.83m to upgrade our Waste and Street cleansing vehicles to more fuel-efficient vehicles enabled with routing software to support smarter route planning and execution.

The Council has committed £2.18m to improve the systems and processes to allow the Council to better support our residents that require more assistance.

3. Capitalisation Policy and Investment Programme

Capital expenditure comprises the buying, constructing or improving physical assets, such as buildings, land, vehicles and other miscellaneous property, including streetlights and road signs. It also includes grants and advances that the Council may make to other bodies for capital purposes. Full details of the Council’s capitalisation policy are disclosed within the Accounting Policies, that can be found within the Statement of Accounts.

Barnet has an ambitious capital investment strategy that anticipates investing more than £1bn over the term of the Barnet 2024 strategy. This is summarised as follows, with full detail included with the Councils .

Theme Committee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	15,994	1,905	1,110	1,110	1,110		21,229
Brent Cross	101,312	160,416	107,370	38,228			407,326
Children, Education & Safeguarding	21,003	17,245	14,124	1,539			53,911
Community Leadership and Libraries	235						235
Environment	18,301	28,461	10,970	2,792	1,611		62,135
Housing and Growth Committee	70,867	114,263	71,141	42,450	36,446	6,000	341,167
Policy & Resources	20,115	10,886					31,001
Total - General Fund	247,827	333,176	204,715	86,119	39,167	6,000	917,004
Housing Revenue Account	54,330	92,955	93,639	65,146	43,029	23,080	372,178
Total - all services	302,157	426,131	298,354	151,265	82,196	29,080	1,289,182

4. Capital Financing

The financing of the capital programme set out in section 3 is summarised as follows:

Theme Committee	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	2,000	700	500		15,841	2,188	21,229
Brent Cross	364,354		900			42,072	407,326
Children, Education & Safeguarding	43,597	3,536	842		852	5,084	53,911
Community Leadership and Libraries			68			167	235
Environment	4,255	4,601	3,380	440	12,040	37,419	62,135
Housing and Growth Committee	7,889	20,251	16,814	590	20,835	274,788	341,167
Policy & Resources	50		6,124	5		24,822	31,001
Total - General Fund	422,145	29,088	28,628	1,035	49,568	386,540	917,004
Housing Revenue Account	17,740		10,142	143,462		200,834	372,178
Total - all services	439,885	29,088	38,770	144,497	49,568	587,374	1,289,182

The Council seeks to maximise external funding opportunities, such as grants or section 106, and limiting internal sources, such as revenue funding. Capital funding sources are described below.

External Capital Grants - Grant funding is one of the largest sources of financing for the Capital Programme. Most grants are awarded by Central Government departments, but some are received from external bodies, including The Lottery Fund or Sport England. Grants can be specific to a scheme, have conditions attached (such as time and criteria restrictions), or are for general use.

Capital receipts - The income received over the value of £10,000 from the disposal of Fixed Assets or the repayment of loans for capital purposes is defined as a capital receipt. They can normally only be used to fund capital expenditure or repay debt. Some capital receipts have additional restrictions on their use. The Council seeks to obtain the highest possible receipt achievable from each disposal after considering wider community or service benefits. The Council ring-fences receipts generated from the disposal of HRA assets to fund HRA projects.

Section 106 (s106), Community Infrastructure Levy (CIL) and external contributions - These are two types of levies that local authorities can charge on new developments. The money can be used to support development by funding infrastructure that the Council, local community and neighbourhoods want.

Private finance initiative (PFI) / Public private partnerships (PPP) - The Council makes use of additional Government support through PFI and PPP and has dedicated resources to manage schemes that are funded via this source. The Council currently has a street lighting programme that is funded this way.

Borrowing (known as prudential borrowing) - The Council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding; the affordability, prudence and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance. Borrowing levels for the Capital Programme are therefore, constrained by this assessment and by the availability of the revenue budget to meet the cost of this borrowing which is built into the Council's Medium Term Financial Strategy (MTFS).

Revenue Funding - The Council can use revenue resources to fund capital projects on a direct basis. However, given the pressures on the revenue budget of the Council, it is unlikely that the Council will choose to undertake this method of funding if other sources are available.

5. Governance

Oversight and decision making

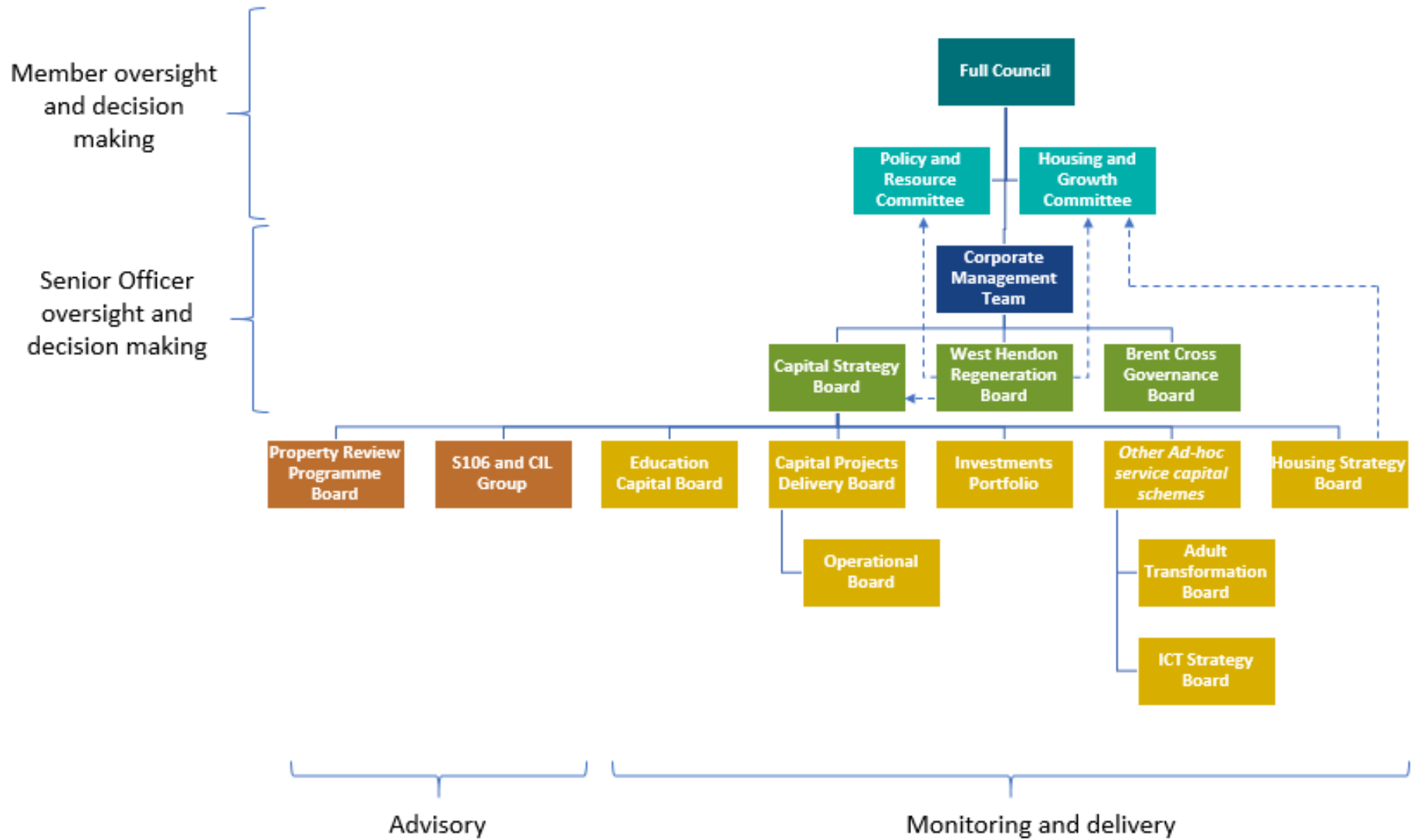
The Capital Strategy Board (CSB) has oversight of the Council's capital programme. The CSB is an officer body with a remit to discuss capital strategy at a senior director level cross cutting level. It takes any decision-making power from the delegated authority of officers attending as set out in the Financial Regulations and the Council's Constitution. It makes decisions only in accordance with the existing priorities agreed in the budgetary framework. It also ensures that necessary consultation is carried out with the Council Management Team (CMT) and (P&R) and relevant directors as part of the decision-making process. Any decision or policy that is outside the agreed budget or policy framework is referred to P&R Committee and/or Council in accordance with the Constitution.

The role of the Capital Strategy Board (CSB) is as follows:

- lead on the development and maintenance of a Capital Strategy that is consistent with Council priorities;
- identify and monitor the resources available to fund the capital programme ensuring all approved schemes are fully funded;
- within this framework, develop and manage the Capital Programme; and,
- monitor the progress of the capital programme and key variances between plans and performance.

The CSB reports to the Council Management Team. Decisions are recommended to Policy & Resource Committee who are responsible for strategic policy, finance and corporate risk management including recommending the Capital and Revenue Budget, Medium Term Financial Strategy and Corporate Plan to Full Council.

An overview of the CSB's governance role and its place in the Council's structure is provided in the diagram below.



Additions to the Capital Programme

Throughout the financial year, business areas put forward proposals for new projects that are required to meet the needs of their services for consideration at the Capital Strategy Board.

All proposed schemes requiring capital investment provide capital bid forms including the following minimum information:

- Description of the scheme,
- The estimated financial implications, both capital and revenue,
- The expected outputs, outcomes and contribution to the Council's Priorities,
- Risk assessment and appraisal with potential mitigations, and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

Business cases are scrutinised by the Capital Strategy Board where representatives will discuss and appraise the schemes based on reference to the capital strategy, corporate priorities, and evaluation criteria contained within the capital bid form. Recommendations are then put to CMT for consideration.

These proposals along with the officer approved Capital Programme are then presented as part of the Budget Report to Policy & Resources Committee in February and referred to Full Council for approval; thereby setting the full capital programme for future years.

Monitoring and Reviewing the Capital Programme

The decision-making framework and monitoring arrangements support effective delivery of the programme by ensuring projects are and continue to be realistic, not only financially but also regarding timescales for delivery and benefits realisation. Quarterly reports are developed based on the outcome of reviews at Finance Business Partner level and additional review and challenge at the Capital Strategy Board. The reports are scrutinised by elected members through the Financial Performance & Contracts Committee and provide a basis for the CSB to understand and address risks, and change forecasts where appropriate.

Changes to the Capital Programme

Any slippages or accelerated spending or deletions to the capital programme are approved by the Policy and Resources Committee.

a) Deletions

Regular formal challenge is provided to capital schemes throughout the capital programme from multiple sources such as Finance Business Partners (FBPs) and CSB members. Scrutiny is applied when expenditure has not yet been incurred or is lower than the anticipated profile of payments. Consequently, deletions are identified which remove projects which are recognised as no longer being required. Removing unnecessarily planned capital expenditure not only reduces the revenue

requirement but also supports good financial management in accurately forecasting project costs and reducing slippage.

b) Slippage & Accelerated Spend

In addition to the process of challenge of continued inclusion within the capital programme, scrutiny by FBPs or CSB members has been provided to the profiling assumptions of every scheme. As major capital works can span many financial years, there is a need to plan over a longer time horizon. Expanding the planning period enables existing schemes to spread the cost over a more reasonable delivery period.

6. Treasury Management

The Council's Treasury Management Strategy supports the Capital Investment Strategy by ensuring that the Council's capital investment and associated borrowing is financially sustainable. It includes:

- New borrowing requirements and debt management arrangements,
- A Minimum Revenue Provision Policy Statement,
- The Annual Investment Strategy,
- The Treasury Management Policy Statement, and
- Prudential Indicators for Capital and Treasury Management.

Capital Financing Requirement

This Council's capital expenditure plans are set out in section 3, and how these plans are to be financed are set out in section 4, including the amounts that need to be financed by borrowing. Expenditure which is financed by borrowing (be it internal or external) gives rise to an increase in the Council's Capital Financing Requirement (CFR). The CFR is therefore a measure of the Council's indebtedness and represents its underlying borrowing need; it will increase with unfunded capital expenditure, and decrease as the Council

The table shows external debt projections (the treasury management operations) against the underlying capital borrowing need (the Capital Financing Requirement):

Capital Financing Requirement £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
CFR - Non Housing	346,825	434,011	528,880	608,129	634,927	654,159
CFR - Housing	200,634	223,468	252,223	282,168	285,034	285,134
Total CFR	547,459	657,479	781,103	890,297	919,961	939,293
Increase In CFR	88,293	110,020	123,624	109,194	29,664	19,332
Movement in CFR represented by:						
Net financing need for the year	99,616	122,067	137,018	125,139	48,008	38,057
Less MRP and other financing applied	(11,323)	(12,047)	(13,394)	(15,945)	(18,344)	(18,725)
Increase In CFR	88,293	110,020	123,624	109,194	29,664	19,332

The CFR distinguishes between the amounts relating to the Housing Revenue Account (HRA) and those that do not. This reflects the statutory requirement for the HRA to be a ring-fenced account that is self-sufficient and does not subsidise nor is subsidised by other Council financing arrangements.

Borrowing Activity

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt against the CFR, highlighting any over or under borrowing.

External Debt £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Debt at 1st April	304,080	349,080	399,761	529,844	640,966	672,216
Actal/Expected change in debt	45,000	50,681	130,083	111,122	31,250	20,137
Other Long Term Liabilities (OLTL)	15,974	15,489	15,116	14,743	14,370	13,997
Expected Change in OLTL	(485)	(373)	(373)	(373)	(373)	(373)
Actual Gross Debt at 31st March	364,569	414,877	544,587	655,336	686,213	705,977
Capital Financing Requirement	547,459	657,479	781,103	890,297	919,961	939,293
Under/(Over) Borrowing	182,890	242,602	236,516	234,961	233,748	233,316

As part of ensuring the financial sustainability of the Council and its investment the Council sets a series of prudential indicators, including limits on levels of borrowing.

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 “underborrowing” by other cash resources. The limits below are based on projected CFR with a reduction of £100 million to reflect retained reserves.

Operational Boundary £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Debt	349,080	639,242	666,360	775,927	805,964	825,669
Other Long Term Liabilities (OLTL)	15,489	15,601	14,743	14,370	13,997	13,624
Total	364,569	654,843	681,103	790,297	819,961	839,293

The authorised limit for external debt represents the maximum level of external borrowing. It reflects the level of external debt that could be afforded in the short term, but may not be sustainable in the longer term. The authorised limit is presented to Full Council for consideration and approval, as part of the Treasury Management Strategy Statement.

Authorised Limit £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Debt	349,080	739,242	765,614	875,181	905,218	924,923
Other Long Term Liabilities (OLTL)	15,489	20,601	19,743	19,370	18,997	18,624
Total	364,569	759,843	785,357	894,551	924,215	943,547

HRA Debt Limit

Until October 2018, the Council was limited to a maximum HRA CFR through the HRA self-financing regime. This limit was £240.043 million. The Council has now set a voluntary limit of £350 million.

HRA Debt Limit £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Voluntary Debt Cap	240,043	350,000	350,000	350,000	350,000	350,000
Capital Financing Requirement	207,961	243,982	252,223	282,168	285,034	285,134
HRA Headroom	32,082	106,018	97,777	67,832	64,966	64,866

Minimum Revenue Provision

The Minimum Revenue Provision (MRP) is an annual charge to the revenue accounts that is applied to reduce the Council's Capital Financing Requirement (CFR). The Council is required to determine a methodology that represents a prudent and sustainable reduction in the CFR over the life of which the assets are utilised. This is set out in the MRP Policy Statement, which is included within the Treasury Management Strategy Statement. Key features are:

- For capital expenditure incurred before 1st April 2008, the Council applies a 4% reduction per year.
- All other expenditure is provided for over the estimated life of each asset, with certain exceptions as detailed in the MRP Policy.
- There is no requirement on the HRA to make a minimum revenue provision as this is expected to be met by the depreciation charge. However, the Council is currently applying transitional arrangements that substitute depreciation for Major Repairs Allowance (MRA) estimate.

7. Strategic Asset Management and Disposal Plans

The Council holds property to sustain and support its corporate objectives as set out in the Corporate Plan, and other strategies. At the last valuation date, the Council’s property portfolio’s estimated value was £1.552bn. The aim of the Strategic Asset Management Plan is to set out the Council’s vision, aspirations and objectives for its land and property assets portfolio, and to outline a long-term plan for how it intends to achieve these outcomes.

The Strategic Asset Management Plan is a key corporate strategic tool which sets out the London Borough of Barnet’s property objectives, focussing on how the Council intends to utilise its asset base to deliver its Corporate Plan.

The objectives of the Strategic Asset Management Plan are to:

- Articulate a vision for Council land and property assets over the next five years in support of the council’s objectives.
- Set out a strategic approach in respect of the Council’s land and property assets so the portfolio is managed holistically rather than considering assets in isolation.
- Shape the Council’s operational estate to optimise service provision and meet the needs of customers.
- Ensure that the procurement of works for buildings meets sustainable design criteria and those buildings are maintained and managed for maximum energy and resource efficiency.
- Support longer term regeneration and growth by preparing business cases for retaining, acquiring or disposing of assets ensuring best consideration is achieved and where relevant community and social value is taken into consideration.
- Provide a framework against which strategies for council assets such as highways, housing and parks can be developed.
- Develop an approach that maximises letting income and where relevant, this should be balanced against community or social value and;
- Achieve efficiencies by sharing assets across the public sector.

The Council’s Strategic Asset Management Plan was last drafted in 2014. The Council is currently undertaking a detailed and comprehensive review of its asset portfolio as renewing the Strategic Asset Management Plan to meet the needs of Barnet 2024. This includes engaging the service of property professionals to assist the Council in reviewing its asset portfolio, their current utilisation and asset potential.

Development Pipeline

Many assets owned by the Council do not currently maximise the potential of the land upon which they are built. Such assets generally offer the potential for redevelopment of the land to provide a mixture of uses.

The Council’s Housing Strategy 2019-2024 sets out the intent to deliver homes that people can afford by increasing housing supply, regeneration and growth. The strategy sets out how a continuing pipeline of developing on Council Land will secure a range of tenures,

including mixed tenure housing with affordable homes funded by private sales, new affordable homes to rent on existing Council housing land, extra care and wheelchair accessible homes to reduce demand for care, and private housing for rent.

8. Commercial & Investment Strategy

As part of the Council's financial resilience agenda, the Council intends to invest in and develop a portfolio of assets which provide a commercial return through rental income and/or capital appreciation. The Council has therefore established a strategic opportunities fund of £26m to enable strategic purchases which will generate a return to the Council.

In advance of entering any such investment the Council will explicitly assess the risk of any loss which will make clear:

1. The assessment of the market within which it is competing
2. The nature of that competition the future expected evolution of the market
3. Any barriers to entry and exit of the market and any ongoing investment requirements.
4. The use of external advisors, explicitly:
 - a. Treasury Management advisors
 - b. Property Investment advisors – Red Book valuation & Ancillary valuations,
 - c. Income & Lease risk assessment
 - d. Further specialist advisors – Market and Competitor assessments, Full Structural Buildings Survey, Vendor assessment & rationale for disposal
 - e. Specialist advisors to support s151 assessment of the potential investment
5. The management arrangements for the use of external advisors
6. The credit ratings issued by the credit rating agencies employed where this is relevant, the frequency with which these are monitored and what action is to be taken should these ratings change
7. The further sources of information used to assess and monitor the risk.

The Council will adopt a balanced portfolio approach to investment, management and turnover of properties in order to ensure risk is balanced across its investments. This will take into account the type of properties acquired and their location in particular.

9. Risk Identification and Management

The major risks concerning the Capital Programme are around funding of the current and future projects, variations in the cost from agreed budgets and the projects not delivering the planned outcomes. These risks are minimised by the processes that have been incorporated into the Council's normal practices.

Funding – All projects included within the Programme are fully funded. Where external sources of funding are being used, these will only be relied upon when the Council is in receipt of funding agreements or where the funds are received in advance. Where conditions apply careful monitoring will be in place to ensure the terms are met to prevent possible loss. Where borrowing is required the revenue costs will be built into the MTFS.

Cost Variation – These fall into two categories;

(a) Where the timing of expenditure changes from the budget set; This may result in a change to the borrowing profile of the Council and therefore have revenue implications. It may also affect the overall outcome of the project as delays may require value engineering decisions to ensure the project can be completed or adjustments to benefits delivered.

(b) Where the overall cost of the projects changes from the approved budget; Managers are required to ensure adequate budget is in place prior to the commencement of projects. Budget should include a contingency sum to allow for possible anticipated variations where prices are not fixed with contractors.

Careful monitoring and timely reporting is required to reduce the effects of cost variations. Budgets will be re-profiled to ensure timing changes are captured. Managers are required to identify alternative funding sources where overall cost variations occur during the delivery to contain them before sums are committed.

Delivery of Outcomes – Outcomes must be measured and compared against original objectives to ensure value for money and to reduce risk. Objectives fall broadly into three main categories;

- (a) **To support core service delivery** - Risk may increase if project delays cause disruption to the service and require interim solutions, with both financial and non-financial consequences. The Capital Strategy Board will meet regularly throughout the year to discuss progress on projects and make decisions to minimise risk.
- (b) **To produce savings** - If planned savings are not produced from the investment the revenue budgets may have a shortfall which will have to be addressed. It is therefore essential that careful evaluation of business cases and financial models are carried out and approved prior to the projects commencing.

- (c) **To generate income or economic development** - Investment on projects whose primary aim is income generation Investment portfolio's will be balanced to reduce impact of market changes in an individual sector.

10. Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council also has a training and development programme to support staff to study towards relevant professional qualifications.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. This approach ensures that the Council has ready access to knowledge and skills commensurate with its ambition and risk appetite.

Member training was undertaken as part of the induction programme following the last local elections and commencement of current member's term, with training and advice provided to relevant cabinet portfolio members as necessary.

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London Borough of Barnet

Treasury Management Strategy Statement

1 April 2020 to 31 March 2021

Minimum Revenue Provision Policy Statement
and Annual Investment Strategy

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1.INTRODUCTION

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

This authority has not engaged in any commercial investments and has no non-treasury investments. However, the Council has entered into lending activity to support its priorities and the borrowing required to support this lending activity is included within this statement as is the income generated. Further details are given in section 1.7.

1.2 Reporting requirements

1.2.1 Capital Strategy

The CIPFA 2017 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this capital strategy, which is a separate document, is to ensure that all elected members on the full council fully understand the overall long-term policy

objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
 - the capital plans, (including prudential indicators);
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
 - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - an investment strategy, (the parameters on how investments are to be managed).

- b. A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.

- c. An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual 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. This role is undertaken by the Policy and Resources Committee.

1.3 Treasury Management Strategy for 2020/21

The strategy for 2020/21 covers two main areas:

Capital issues

- the capital expenditure plans and the associated 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, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Members of the Policy and Resources Committee undertook training on 23 October 2018. Further training will be arranged for Members at least every two years. The training needs of treasury management officers are periodically reviewed. Treasury officers attended at least one training event organised by Link Asset Services in the last 12 months.

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. All decisions will be undertaken with regards to all available information, including, our treasury advisers.

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 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 2020/21;
- Annual Investment Strategy for 2020/21;
- Prudential Indicators for, 2020/21 to 2023/24;
- MRP statement (see Appendix para 5.1.1).

1.7 Highlights of TMSS

In this section the key issues discussed in the TMSS are highlighted:

- Forecasts and indicators within the TMSS have been extended from three to four years to be consistent with capital planning.
- In the four years from 1 April 2020 gross capital expenditure is forecast at £850.3 million, of which the debt funded element is £348.2 million. The major capital projects are Brent Cross (£301 million of which 90% is grant funded), loans to Open Door (£201 million) and various HRA projects (£192 million).
- The impact of the capital expenditure (and other adjustments) is to increase forecast gross debt (including leases) from £364.6 million at 1 April 2019 to £706.0 million at 31 March 2024.
- The authorised borrowing limit for 2020-21 is set at £771.5 million based on forecast CFR. Projected debt 31 March 2021 is £544.6 million

- During the current year, £80 million of new PWLB 50-year debt has been taken at a average cost of 1.94%. The short-term loans of £45 million as at 31 March 2019 have been partially repaid, with the final £15 million to be repaid March 2020.
- The Government has increased the margin on PWLB lending by 100 bps to 1.8% above the equivalent government gilt yield. For example the current 50-year maturity rate has increased to 2.96%. Opportunities to borrow below PWLB elsewhere have become feasible and are being explored e.g. Municipal Bond Agency. Short-term local authority borrowing remains available at less than 1% for 3-6 months. The projection of the cost of additional debt is based on a blend of PWLB rates (2.8% to 3.8%) over the next four years.
- With Government gilt rates remaining around historic lows, where there is certainly of capital plans, it still makes sense to consider long term borrowing to avoid interest uncertainty.
- Although the gross non-HRA interest costs is forecast to increase from £4.4 million in 2018-19 to £12.4 million in 2023-24, this is offset by a larger increase in interest income of £0.9 million to £11.9 million, mainly loans to Open Door, Brent Cross and Saracens. In the same period the MRP charge is expected to increase by £7.1m (plus 63%). For HRA, debt interest costs are projected to increase from £7.4 million to £10.3 million.
- Discussions are ongoing with Open Door Homes (ODH) concerning their desire for flexibility in the drawdown and repayment of debt. ODH's borrowing requirement of £220 million is a high proportion of the overall projected increase in debt and the Council locking in new long term borrowing is inconsistent with offering ODH penalty free flexible borrowing.
- Any advance debt funding will not exceed more than 12 months capital expenditure plans.
- There are no changes in the investment policy or available opportunities. It remains the intention to carry minimal cash balances consistent with maintaining liquidity except where a decision is made to borrow in advance of capital expenditure.
- The current policy on not providing MRP on loans to Open Door is being considered in light of new guidance.

1.8 Recommendation with TMSS

Within the TMSS there are the following recommendations.

- 2.1 - Capital expenditure plans.
- 2.2 - Capital Financing Requirements (CFR)
- 2.3 - MRP policy statement
- 3.2 - Authorised debt limit
- 4.4 - Maximum sums invested more than 12 months (£25 million)
- 5.3 - Investment policy.

2 THE CAPITAL PRUDENTIAL INDICATORS 2020/21 – 2023/24

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	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Non-HRA	209,316	247,827	328,276	204,715	86,119	39,167
HRA	33,047	51,000	80,599	68,223	26,285	16,911
Total	242,363	298,827	408,875	272,938	112,404	56,078

Details of the various capital projects are contained within the capital strategy. The most significant capital spends in the current and next four years (aggregate £1,128 million) are:

Brent Cross - £402 million, of which £360 million is grant funded.

Open Door Loans - £238 million, of which £220 million is debt funded.

HRA – various projects totalling £243 million of which £84.5 million is debt funded.

Other long-term liabilities - The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital receipts	18,286	36,557	21,679	11,911	0	0
Capital grants	68,879	103,519	190,221	101,688	39,767	0
Capital reserves	29,315	16,450	26,076	-178	1,110	1,110
Revenue	26,267	20,234	33,881	34,378	23,519	16,911
Total Financing	142,747	176,760	271,857	147,799	64,396	18,021
Net capital financing need for the year	99,616	122,067	137,018	125,139	48,008	38,057

The value of capital expenditure above includes planned loans to TBG Open Door Homes, Brent Cross Project and Saracens Rugby Club. As detailed in section 3.1, the impact of the capital programme (and other adjustments) is to increase gross debt from £364.6 million at 1 April 2019 to £706.0 million at 31 March 2024.

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 so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which 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 £15.5 million of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£'000	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Financing Requirement						
CFR – non housing	346,825	434,011	528,880	608,129	634,927	654,159
CFR – housing	200,634	223,468	252,223	282,168	285,034	285,134
Total CFR	547,459	657,479	781,103	890,297	919,961	939,293
Movement in CFR	88,293	110,020	123,624	109,194	29,664	19,332

Movement in CFR represented by						
Net financing need for the year (above)	99,616	122,067	137,018	125,139	48,008	38,057
Less MRP and other financing movements	-11,323	-12,047	-13,394	-15,945	-18,344	-18,725
Movement in CFR	88,293	110,020	123,624	109,194	29,664	19,332

2.3 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

MHCLG regulations have been issued which require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

Regulatory Method / Existing practice

MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

Asset life method – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

The Council may consider using an MRP holiday if required to match future cashflow arising from capital schemes.

Repayments included in annual PFI or finance leases are applied as MRP.

HRA

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

The Council has not made voluntary revenue provisions.

Loan to Open Door

The Council has established a company to which it will be providing loans on a commercial basis. The cash advances will be used by the company to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full by 2040, with interest paid. Once funds are returned to the Authority, the returned funds are classed as a capital receipt and are offset against the CFR, which will reduce accordingly. As the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application.

The outstanding loan / CFR position will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence.

3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The overall treasury management portfolio as at 31 March 2019 and for the position as at 31 December 2019 are shown below for both borrowing and investments.

	Investments and Borrowing			
	31.3.2019		31.12.2019	
	£'000	%	£'000	%
Treasury Investments				
Money Market Funds	60,350	92.1%	7,100	7.5%
Local Authorities	0	0.0%	0	0.0%
Banks UK	5,000	7.6%	36,000	38.1%
Banks Overseas	0	0.0%	47,900	50.7%
Other investments	156	0.2%	3,454	3.7%
Total treasury investments	65,506	100.0%	94,454	100.0%
Borrowing				
PWLB	241,580	69.2%	321,580	80.3%
Bank borrowing - LOBO's	62,500	17.9%	62,500	15.6%
Total long term debt	304,080		384,080	
Short-term local authority debt	45,000	12.9%	15,000	3.7%
Interest free loans			1,500	0.4%
Total Treasury Borrowing	349,080	100.0%	400,580	100.0%
Net Treasury Investments / (Borrowing)	-283,574		-306,126	
Other long term liabilities	-15,974		-15,974	
Net Investments / (borrowing)	-299,548		-322,100	

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. Loan to Open Door or Brent Cross are not included within investments above.

London Borough of Barnet

£'000	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
External Debt						
Debt at 1 April	304,080	349,080	399,761	529,844	640,966	672,216
Actual / Expected change in Debt	45,000	50,681	130,083	111,122	31,250	20,137
Other long-term liabilities (OLTL)	15,974	15,489	15,116	14,743	14,370	13,997
Expected change in OLTL	-485	-373	-373	-373	-373	-373
Actual gross debt at 31 March	364,569	414,877	544,587	655,336	686,213	705,977
The Capital Financing Requirement	547,459	657,479	781,103	890,297	919,961	939,293
Under / (over) borrowing	182,890	242,602	236,516	234,961	233,748	233,316

NB: As at 31 March 2019 there was short-term debt (initial duration of six months) of £45 million. The value of short-term debt has reduced to £15 million as at 31 December 2019. The expected change in debt for the current year has been reduced by £45 million as the projection based on the capital programme did not look reasonable based on current cash balances and closeness to the year-end.

Within the range of 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 actual or projected CFR. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes. Currently, gross debt is well below CFR and forecast to remain that way.

The Director of Finance 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	2018/19 Actual	2019/20 Prior Year TMSS	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Debt	349,080	639,242	666,360	775,927	805,964	825,669
Other long term liabilities	15,489	15,601	14,743	14,370	13,997	13,624
Total	364,569	654,843	681,103	790,297	819,961	839,293

The authorised limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal 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 which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

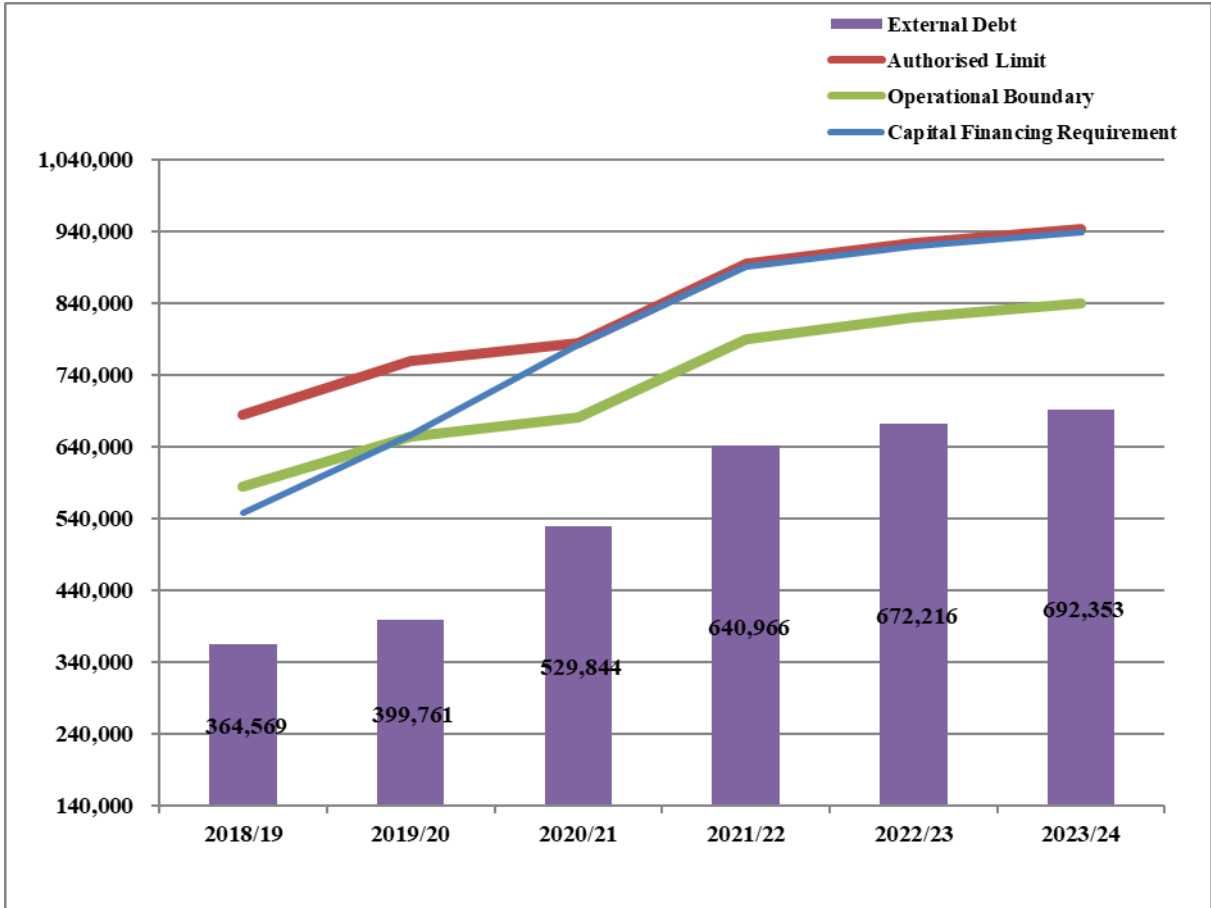
1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £'000	2018/19 Actual	2019/20 Prior Year TMSS	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Debt	349,080	739,242	765,614	875,181	905,218	924,923
Other long term liabilities	15,489	20,601	19,743	19,370	18,997	18,624
Total	364,569	759,843	785,357	894,551	924,215	943,547

Until recently (October 2018), the Council was limited to a maximum HRA CFR through the HRA self-financing regime. This limit was £240.043 million. HRA has replaced this limit in their business plan with a voluntary limit of £350 million.

HRA Debt Limit £'000	2018/19 Actual	2019/20 Prior Year TMSS	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt cap	240,043	350,000	350,000	350,000	350,000	350,000
HRA CFR	207,961	243,982	252,223	282,168	285,034	285,134
HRA headroom	32,082	106,018	97,777	67,832	64,966	64,866

The graph below illustrates the capital and borrowing position over the TMSS period.



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. Appendix 5.2 provides Link's central view of future interest rates.

Link's interest rate forecasts have assumed that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. Given the current level of uncertainties around the result of the general election due on 12 December and then subsequent developments, this is a major assumption and so forecasts may need to be materially reassessed in the light of events over the coming weeks or months.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit and more recently, due to the impending general election. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then it is likely the MPC would cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a "gradual pace and to a limited extent". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were an eventual Brexit with no agreement on the terms of trade between the UK and EU, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. (See paragraph 3.7 for comments on the increase in the PWLB rates margin over gilt yields of 100bps introduced on 9 October 2019.) There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this and how strong the correlation is likely to be is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by H.M. Treasury to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise whether H M Treasury would remove the extra 100 bps margin implemented in 2019.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and

developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Investment and borrowing rates

- Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.
- Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9 October 2019. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. While the Council will not be able to avoid borrowing to finance new capital expenditure, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any longer-term borrowing that causes a temporary increase in cash balances. Therefore, timing of when to raise new borrowing will need careful consideration.

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 long-term borrowing.

Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Director of Finance 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 borrowing rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then borrowing will be postponed or use make of short-term debt.
- if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration 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 Policy and Resources 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 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

Rescheduling of current PWLB borrowing is unlikely to occur as the 100 bps increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates.

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.

If rescheduling is undertaken, it will be reported to the Policy and Resources Committee at the earliest meeting following its action.

3.7 New financial institutions as a source of borrowing and / or types of 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.

Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will also need to be given to alternative sourcing funding. The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing.

3.8 Approved Sources of Long and Short-term Borrowing

The table below lists the potential sources of borrowing that the Council will consider.

	Fixed	Variable
PWLB	●	●
Municipal bond agency	●	●
Local authorities	●	●
Banks	●	●
Pension funds	●	●
Insurance companies	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Local temporary	●	●
Local Bonds	●	
Local authority bills	●	●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance leases	●	●

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy – management of risk

The Council's investment policy has regard to the following: -

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** 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 maintain a monitor on market pricing such as "**credit default swaps**" and overlay that information on top of the credit ratings. In practice, this means having regards to the maximum counterparty durations suggest by Link.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in appendix 5.4 under the categories of 'specified' and 'non-specified' investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods more than one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use. Once an investment is classed as non-specified, it remains non-specified all the way through to maturity i.e. an 18-month deposit would still be non-specified even if it has only 11 months left until maturity.
5. **Non-specified investments limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments will be £100 million.

6. Lending limits (amounts and maturity) for each counterparty and the limit for its investments which are invested for longer than 365 days are set out in appendix 5. Investments will only be placed with counterparties from countries with a specified minimum sovereign rating, (see appendix paragraph 4.3).
7. This authority has engaged external consultants, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
8. All investments will be denominated in sterling.

However, this authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

The above criteria are unchanged from last year.

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 of appendix 5.3 below; 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 Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Link Asset Services, our treasury advisors, on all active counterparties that comply with the criteria below. 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 considering market conditions.

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.

UK banks – ring fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

4.3 Country limits

Due care will be taken to consider the country and group exposure of the Council’s investments.

The Council has determined that it will only use approved counterparties from the United Kingdom or countries with a minimum sovereign credit rating of AA from Fitch (or equivalent). This minimum rating does not apply to the United Kingdom. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.4. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition:

- no more than £40 million will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;

4.4 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment returns expectations.

On the assumption that the UK and EU agree a Brexit deal including the terms of trade by the end of 2020 or soon after, then Bank Rate is forecast to increase only slowly over the next few years to reach 1.25% by quarter 1 2023. Bank Rate forecasts for financial year ends (March) are:

- Q1 2021 0.75%
- Q1 2022 1.00%
- Q1 2023 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:

2019/20	0.75%
2020/21	0.75%
2021/22	1.00%
2022/23	1.25%
2023/24	1.50%
2024/25	1.75%

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- If a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set regarding 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 following treasury indicator and limit:

The Council is asked to approve the treasury indicator and limit:

Maximum principal sums invested > 364 & 365 days				
£m	2020/21	2021/22	2022/23	2023/24
Principal sums invested > 364 & 365 days	£25 million	£25 million	£25 million	£25 million

For its cash flow generated balances, the Council will seek to utilise money market funds and short-dated deposits, (overnight to 100 days), to benefit from the compounding of interest.

4.5 Investment performance / 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.

5 APPENDICES

1. Prudential and treasury indicators
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 PRUDENTIAL AND TREASURY INDICATORS 2020/21 – 2023/24

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 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.

%	2018/19 Actual	2019/2020 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Non-HRA	4.78%	4.42%	4.06%	4.77%	5.37%	5.14%
HRA	12.61%	13.49%	14.59%	15.76%	16.65%	16.05%

The estimates of financing costs include current commitments and the proposals in this budget report.

Although the Gross non-HRA interest costs is forecast to increase from £4.4 million in 2018-19 to £12.4 million in 2023-24, this is offset by a larger increase in interest income of £0.9 million to £11.9 million, mainly loans to Open Door, Brent Cross and Saracens. In the same period the MRP charge is expected to increase by £7.1m (plus 63%).

For HRA, debt interest costs are projected to increase from £7.4 million to £10.3 million.

b. HRA ratios

£	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt £'000	199,501	222,335	251,090	281,035	283,901	284,001
HRA debt cap	240,043	350,000	350,000	350,000	350,000	350,000
HRA revenues £'000	58,899	58,906	58,968	60,277	61,320	64,062
Multiple of debt to revenues	3.4	3.8	4.3	4.7	4.6	4.4

£	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt £'000	199,501	222,335	251,090	281,035	283,901	284,001
Number of HRA dwellings	9,780	9,449	9,229	9,045	8,781	8,531
Debt per dwelling £	20,399	23,530	27,207	31,071	32,331	33,290

5.1.2 Maturity structure of borrowing

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2019/20	2020/21		2021/22
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	40%	40%		40%
30%				
		Current	Lower	Upper
Under 12 months		20%	0%	50%
12 months to 2 years		0%	0%	50%
2 years to 5 years		0%	0%	75%
5 years to 10 years		6%	0%	75%
10 years to 20 years		33%	0%	75%
20 years to 30 years		16%	0%	75%
30 years to 60 years		25%	0%	100%
Maturity structure of variable interest rate borrowing 2020/21				
		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 60 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 5% and the proportion over 30 years would be 40%. Currently the prevailing and forecast rate of interest on new debt is lower than the existing LOBO loans making any interest calls unlikely. LOBO loans are considered to be variable due to the ability of the lender to propose a change in the interest rate.

5.2 INTEREST RATE FORECASTS 2020 – 2023

This appendix is in a separate downloadable file.

PWLB forecasts are based on PWLB certainty rates.

Link Asset Services Interest Rate View													
	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.80	0.80	0.90	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.90	1.00	1.00	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	0.90	0.90	1.00	1.10	1.20	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.30	2.40	2.40	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.50	2.50	2.60	2.60	2.70	2.80	2.90	3.00	3.10	3.10	3.20	3.20	3.30
25yr PWLB Rate	3.00	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.80	3.90	3.90
50yr PWLB Rate	2.90	2.90	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.80

The above table contains forecasts Link, who anticipate interest rates for all maturities to gradually increase.

5.3 CREDIT AND COUNTERPARTY RISK MANAGEMENT

The MHCLG issued Investment Guidance in 2018, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. 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 (including Constant and Low Volatility Net Asset Value 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		CNAV MMF's LVNAV MMF's	£25 million
	UK and EC domiciled	VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	
Other MMF's and CIS	UK & EC domiciled.	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	£25 million.

For Non-UK banks, a maximum exposure of £40 million per country (including any non-specified exposures) will apply to limit the risk of over-exposure to any one country.

Non-specified investments –are any other type of investment (i.e. not defined as specified above) although the counterparties can also have investments that meet the definition of specified. The identification of these other investments and the maximum limits to be applied are set out below.

The Council will have a maximum of £100 million invested in non-specified investments.

Loans to Local Organisations

The Council will allow loans (as a form of investment) to be made to organisations operating in the borough that bring community benefits. The Council will undertake due diligence checks to confirm the borrower’s creditworthiness before any sums are advanced and will obtain appropriate level of security or third party guarantees for loans advanced. The Council would expect a return commensurate with the type, risk and duration of the loan. A limit of £25 million per counterparty (and £50 million in aggregate) for this type of investment is proposed with a duration commensurate with the life of the asset and Council’s cash flow requirements. All loans need to be in line with the Council’s Scheme of Delegation and Key Decision thresholds levels.

Loans to TBG Open Door Limited

The Council is advancing loans to its only owned affiliate TBG Open Door Limited to fund the purchase and build of affordable homes. A provision is included below for lending up to a maximum of £300 million.

The table below details the instruments, maximum maturity and monetary limits for non-specified investments.

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	10 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	10 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	

Other Non-Specified investments are permitted subject to the undertaking of a credit assessment by the Council's treasury advisor (or in the case of loans to local organisations, by a suitably qualified external advisor appointed by the Council) on a case-by-case basis. These are detailed below:

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£25 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	Barnet Homes Open Door not within TMS
Corporate and debt instruments issued by corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria
Loans to organisations delivering community benefits.	Over the life of the asset.	£25 million per counterparty.	Yes	Loans to sporting clubs based in the borough.
Loans to TBG Open Door Limited	As set out in the loan agreement	£300 million	Yes	

In the tables above, the minimum credit rating will be the lowest equivalent long-term rating assigned by Fitch, Moody's and Standard and Poor's. Where the credit rating is the minimum acceptable, the Council will consider rating sentiment and market sentiment e.g. the pricing of credit default swaps.

The monitoring of investment counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Chief Financial Officer and if required new counterparties which meet the criteria will be added to the list. The Council will not always follow the maximum maturity guidance issued by Link. However, any deposit made with a longer maturity than the Link guidance will be approved with the Chief Financial Officer.

5.4 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

Based on lowest available rating

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Hong Kong
- France
- U.K.

5.5 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Policy and Resources Committee

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) The Financial Performance and Contracts Committee

- receiving and reviewing regular monitoring reports and acting on recommendations.

(iv) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

5.6 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.;
- preparation of a capital strategy to include capital expenditure, capital financing, and treasury management, with a long-term timeframe;
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money; and
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.

London Borough of Barnet Treasury Management Strategy Statement and Annual Investment Strategy

Mid-Year Review Report 2019/20

1. Background

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising 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 the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

Accordingly, treasury management is defined as:

“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2. Introduction

This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017).

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year.
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Policy and Resources Committee.

This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first part of the 2019/20 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2019/20;
- A review of the Council's borrowing strategy for 2019/20;
- A review of compliance with Treasury and Prudential Limits for 2019/20.

Summary

In the six months the Council has new borrowing of £55 million. This comprised £80 million of long-term PWLB debt and the repayment of £25 million of short-term (six-month) debt. Invested cash balances have increased in the six months by £37.0 million to £102.3 million. The projected borrowing component of the capital programme has declined by £57.1 million to £131.4 million.

The Government has increased the margin charged by the PWLB over gilts by 1% to 1.8%. This occurred after the new borrowing discussed above. Opportunities to borrow outside of PWLB are being explored.

Economics and interest rates

3.1 Economics update

The first half of 2019/20 has seen UK **economic growth** fall as Brexit uncertainty took a toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19 September reemphasised their concern about the downturn in world growth and also expressed concern that prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the Monetary Policy Committee (MPC) left Bank Rate unchanged at 0.75% throughout 2019, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.

As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell to 1.7% in August. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.

With regard to the **labour market**, despite the contraction in quarterly GDP growth of -0.2% q/q, (+1.3% y/y), in quarter 2, employment continued to rise, but at only a muted rate of 31,000 in the three months to July after having risen by no less than 115,000 in quarter 2 itself: the latter figure, in particular, suggests that firms are preparing to expand output and suggests there could be a return to positive growth in quarter 3. Unemployment continued at a 44 year low of 3.8% on the Independent Labour Organisation measure in July and the participation rate of 76.1% achieved a new all-time high. Job vacancies fell for a seventh consecutive month after having previously hit record levels. However, with unemployment continuing to fall, this month by 11,000, employers will still be having difficulty filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The latest GDP statistics also included a revision of the savings ratio from 4.1% to 6.4% which provides reassurance that consumers' balance sheets are not over stretched and so will be able to support growth going forward. This would then mean that the MPC will need to consider carefully at what point to act to raise Bank Rate if there is an agreed Brexit deal, as the recent pick-up in wage costs is consistent with a rise in core services inflation to more than 4% in 2020.

In the political arena, the first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or 31 October, with or without a deal. So far, there has been no majority of MPs for any one option to move forward on enabling Brexit to be implemented. At the time of writing the whole Brexit situation is highly fluid and could change radically by the day. Given these circumstances and the likelihood of an imminent general election, any interest rate forecasts are subject to material change as the situation evolves. If the UK does soon achieve a deal on Brexit agreed with the EU then it is possible that growth could recover relatively quickly. The MPC could then need to address the issue of whether to raise Bank Rate at some point in the coming year when there is little slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation. On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently and the MPC would be likely to cut Bank Rate in order to support growth. However, with Bank Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy. If there is a general election soon, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

3.2 Interest rate forecasts

The Council's treasury advisor, Link Asset Services, has provided the following forecast.

This forecast includes the increase in margin over gilt yields of 100bps introduced on 9th September 2019.

Link Asset Services Interest Rate View										
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	2.30	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.60	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

The above forecasts have been based on an assumption that there is some sort of muddle through to an agreed deal on Brexit at some point in time. Given the current level of uncertainties, this is a huge assumption and so forecasts may need to be materially reassessed in the light of events over the next few weeks or months.

The Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit. The suggestion that rates would need to rise at a "gradual pace and to a limited extent" is now also conditional on "some recovery in global growth. During the half year up to 30 September there was a near halving of longer term PWLB rates to completely unprecedented historic low levels (see paragraph 7 for comments on the increase in margin over gilt yields of 100bps introduced on 9th September).

The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture. The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.

For Barnet, with its significant capital programme, conditions remain favourable to borrow both short and long term either fixed or inflation linked. At the time of writing the 50-year PWLB rate was 2.94% indicating an underlying gilt yield of 1.14%. Opportunities to borrow outside of PWLB are being explored and greater variety in borrowing routes is likely to return. Short-term borrowing rates remain around 1%.

4. Treasury Management Strategy Statement and Annual Investment Strategy Update

The Treasury Management Strategy Statement, (TMSS), for 2019/20 was approved by this Council on 5th March 2019. There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

5. The Council's Capital Position (Prudential Indicators)

This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

5.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Capital Expenditure	2018-19 Actual	2019-20 as shown in TMSS	2019-20 Revised budget	2019-20 Projection
	£'000	£'000	£'000	£'000
Non-HRA	209,316	275,563	439,920	293,924
HRA	33,047	78,143	40,748	50,885
Total	242,363	353,706	480,668	344,809

There was a substantial increase (£127.0 million) in the budgeted for capital expenditure after the approval of the TMSS relating to the carry forward of projections from the previous year. The current projection is lower than both the budget and estimate included within the TMSS. The main cause is a slippage to later years in the Thames Link station (£124.2 million). The HRA acquisition programme has brought forward expenditure of £11 million from next year.

5.2 Changes to the Financing of the Capital Programme

The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements

Capital Expenditure Financing	2018-19 Actual	2019-20 as shown in TMSS	2019-20 Revised budget	2019-20 Projection
		£'000	£'000	£'000
Capital receipts	18,286	60,020	39,788	39,788
Capital Grants	68,879	57,956	260,195	135,967
Capital Reserves	29,315	20,837	17,010	17,010
Revenue	37,590	26,404	20,662	20,662
Total Financing	154,070	165,217	337,655	213,427
Borrowing requirement	88,293	188,489	143,013	131,382
	242,363	353,706	480,668	344,809

The slippage in Thames Link has seen grants deferred into 2020-21. The projected borrowing requirement is £57.1 million below that included within the TMSS.

5.3 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary, how this has changed compared with the estimate within the TMSS and the debt headroom based on the operational boundary for debt.

	31 March 2019 Actual	2019-20 as shown in TMSS	2019-20 Revised Estimate
Prudential Indicator - Capital Financing Requirement			
	£'000	£'000	£'000
CFR – Non-Housing	346,825	510,861	444,480
CFR - Housing	200,634	243,982	223,361
Total CFR	<u>547,459</u>	<u>754,843</u>	<u>667,841</u>
Net movement in CFR		<u>207,384</u>	<u>120,382</u>
Prudential Indicator - the operational boundary for external debt			
	Actual - as at 30 Sept 2019	TMSS Projection	Revised Projection
	£'000	£'000	£'000
Borrowing	404,080	495,496	442,462
Other Long-term liabilities	15,489	15,288	15,116
Total debt (year-end position)	<u>419,569</u>	<u>510,784</u>	<u>457,578</u>
TMSS Operational boundary		654,843	654,843
Debt headroom available		144,059	197,265

Slippage in the capital programme has resulted in a projected year end debt balance of £457.6 million. This compares with borrowing as at 30 September 2019 of £419.6 million and a TMSS projection of £510.8 million.

5.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

Estimate of the net debt position	31 March 2019 Actual	As at 30 September 2019	2019-20 Revised Estimate
	£'000	£'000	£'000
Borrowing	349,080	404,080	442,462
Other long term liabilities	15,489	15,489	15,116
Treasury investments	<u>-65,350</u>	<u>-102,310</u>	<u>-35,350</u>
Net debt	<u>299,219</u>	<u>317,259</u>	<u>422,228</u>
CFR	547,459		667,841

The Director of Finance reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised limit for external debt	2019-20 original indicator	current position 30 September 2019	2019-20 Revised Estimate
	£'000	£'000	£'000
Borrowing	739,242	404,080	442,462
other long-term liabilities	20,601	15,489	15,116
Total	759,843	419,569	457,578

Both the current and year-end projected borrowing are well within the authorised debt limits.

6. Investment Portfolio 2019/20

In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As shown by forecasts in section 3.2, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the current 0.75% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual and unlikely to return to the levels seen in previous decades, investment returns are likely to remain low.

The Council held £102.3 million of Treasury investments as at 30 September 2019 (£65.4 million at 31 March 2019) and the investment portfolio yield for the first six months of the year is 0.79% against a benchmark of 7-day libor of 0.57%. The value of Treasury investments above excludes the loan to Saracens (£1.8 million as at 30.9.2019) and advances to Open Door Homes and in respect of Brent Cross.

A full list of investments held as at 30 September 2019 is in appendix 1.

The Chief Financial Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2019/20.

The Council's budgeted investment return for 2019/20 is £1.2 million, and performance for the year to date is £0.8 million above budget, mainly due to loan in respect of Brent Cross, Open Door and Saracens.

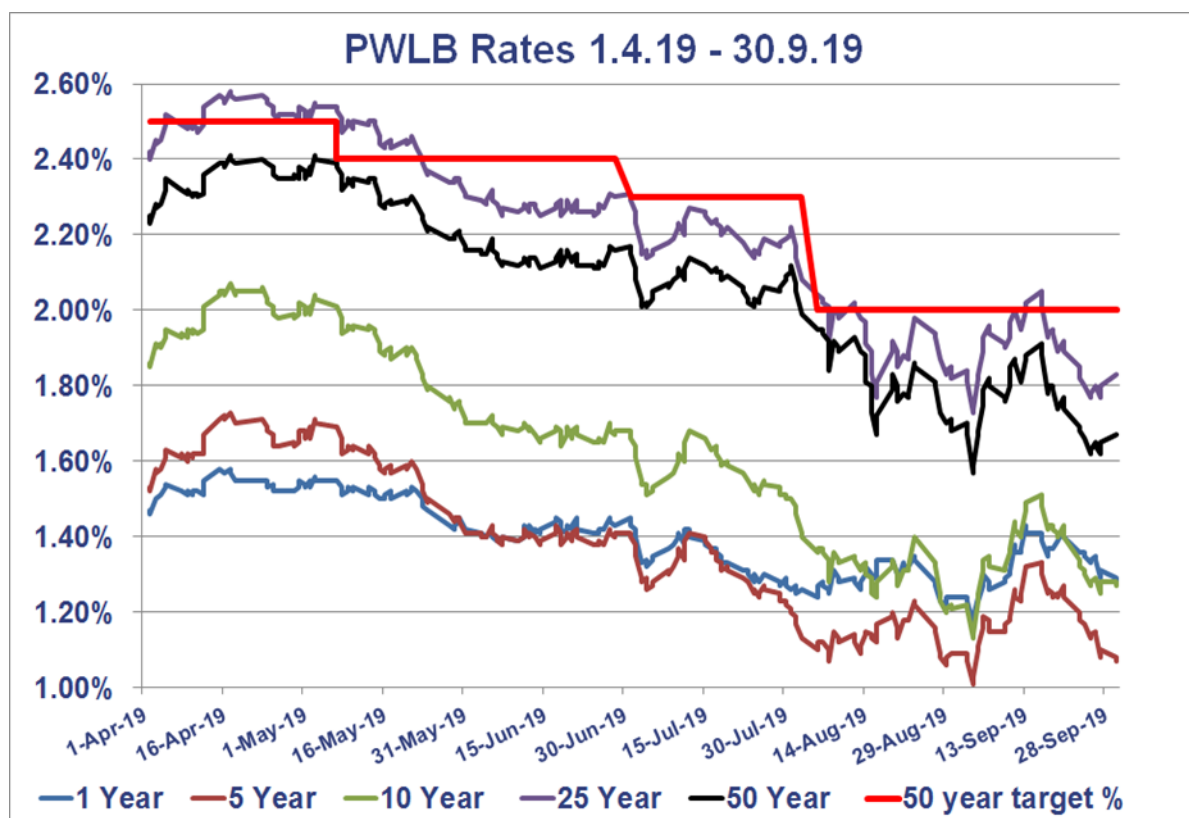
No changes are proposed to the current counterparty policy.

7. Borrowing

As indicated above the current projected capital programme for 2019-20 envisages debt funded capital expenditure of £131.4 million. Over the three years of the TMSS to March 2022, additional debt of £269.6 million was projected in the TMSS. In the last six months, new 50-year PWLB fixed rate maturity debt of £80 million has been acquired at an average interest rate of 1.94%. It had been planned to borrow £160 million in stages to avoid excess cash, but following the increase in PWLB rates discussed below, the

funding programme was suspended. Part of the cash was used to repay £25 million of short-term borrowing taken in the previous year.

The graph and table below show the movement in PWLB certainty rates for the first six months of the year to date. PWLB rates have been on a falling trend during this period and longer rates have almost halved to reach historic lows. The 50-year PWLB target (certainty) rate for new long-term borrowing fell from 2.50% to 2.00% during this period justifying postponement of borrowing decisions.



Increase in the cost of borrowing from the PWLB

On 9 October 2019 the Treasury and PWLB announced an increase in the margin over gilt yields of 100bps on top of the current margin of 80 bps which this authority has paid prior to this date for new borrowing from the PWLB. There was no warning that this would happen and it now means that every local authority should fundamentally reassess how to finance their external borrowing needs and the financial viability of capital projects in their capital programme due to this unexpected increase in the cost of borrowing.

Whereas this authority has relied since 2008 on the PWLB as its main source of funding, it now will reconsider alternative cheaper sources of borrowing. At the current time, this is a developmental area as this event has also taken the financial services industry by surprise. We are expecting that various financial institutions will enter the market or make products available to local authorities. Members will be updated as this area evolves.

Discussions have taken place with the Municipal Bond Agency who are evaluating the opportunity to issue 20-year debt on behalf of local authorities in early 2020. Insurance companies are already starting to express interest with the proposed margin over gilts lower than PWLB but greater than those on offer prior to the increase in PWLB margins. With cash balances in excess of £100 million there is no immediate need to borrow.

Appendix 1

	Principal (£'000)	Interest Rate %	Start Date	Maturity Date	Lowest long-term rating	Historic default risk %
Money Market Fund						
MMF Federated Investors	25,000	0.74			AAA	0.000
MMF Invesco	900	0.71			AAA	0.000
MMF Aviva	5,010	0.72			AAA	0.000
Total Money Market	30,910					
Banks						
Australia & New Zealand	5,800	0.88	20-Jun-19	31-Oct-19	AA-	0.002
Australia & New Zealand	7,500	0.82	05-Aug-18	29-Nov-19	AA-	0.004
Sumitomo Mitsui	10,000	0.76	15-Aug-19	31-Jan-20	A	0.018
Sumitomo Mitsui	10,000	0.77	20-Aug-19	20-Nov-19	A	0.007
Sumitomo Mitsui	5,000	0.77	27-Aug-19	29-Nov-19	A	0.009
LLOYDS BANK	6,500	0.97	21-Jun-19	29-Nov-19	A+	0.009
LLOYDS BANK	6,600	0.82	13-Aug-19	23-Dec-19	A+	0.012
LLOYDS BANK	10,000	0.85	15-Aug-19	28-Feb-20	A+	0.022
Santander	10,000	0.79	27-Aug-19	28-Feb-20	A	0.022
Total Banks	71,400					
Total Investments	102,310	0.00				0.007

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London Borough of Barnet

**Annual Treasury Management Out-
turn Review 2018/19**

Annual Treasury Management Review 2018/19

1. Introduction

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2018/19 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 6th March 2018)
- a mid-year (minimum) treasury update report (Performance and Contract Management Committee 18 December 2018)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by either the Policy and Resources Committee or the Performance and Contract Management Committee before they were reported to the full Council. Member training on treasury management issues was undertaken on 23rd October 2018 in order to support members' scrutiny role.

2. Summary

Debt

Additional short-term borrowing of £45 million was taken in the year. The average annualised interest on the additional borrowing was 0.95%. Gross debt increased by £44.5 million to £364.6 million. Capital expenditure requiring funding by debt / internal balances was £88.3 million, below the TMSS projection of £176.8 million.

Investments

Investment balances declined to £65.4 million compared with £95.5 million at the start of the year.

TMSS Limits

There were no breaches of limits during the year to 31 March 2019.

3. The Economy and Interest Rates

Investment returns remained low during 2018/19. The expectation for interest rates within the treasury management strategy for 2018/19 was that Bank Rate would rise from 0.50% to 0.75%. At the start of 2018-19, and after UK GDP growth had proved disappointingly weak in the first few months of 2018, the expectation for the timing of this increase was pushed back from May to August 2018. Investment interest rates were therefore on a gently rising trend in the first half of the year after April, in anticipation that the MPC would raise Bank Rate in August. This duly happened at the MPC meeting on 2 August 2018. During this period, investments were, therefore, kept shorter term in anticipation that rates would be higher later in the year.

It was not expected that the MPC would raise Bank Rate again during 2018-19 after August in view of the fact that the UK was entering into a time of major uncertainty with Brexit due in March 2019. Value was therefore sought by placing longer term investments after 2 August where cash balances were sufficient to allow this.

Continued uncertainty in the aftermath of the 2008 financial crisis has promoted a cautious approach whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

4. Overall Treasury Position as at 31 March 2019

At the beginning and the end of 2018/19 the Council's treasury, (including borrowing by PFI and finance leases), position was follows:

TABLE 1	31 March 2018 Principal £'000	Rate/ Return %	Average Life yrs	31 March 2019 Principal £'000	Rate/ Return %	Average Life yrs
debt	304,080	3.86	26.5 yrs	349,080	3.48	22.2 yrs
Other long-term liabilities	15,974			15,489		
Total debt	320,054			364,569		
CFR	459,166			547,459		
Over / (under) borrowing	-139,112			-182,890		
Total investments	95,500	0.52	47 days	65,350	0.71	47 days
Net debt	224,554			299,219		

Note: Investments exclude loan to Saracen, which had a year-end balance of £156,000 earning 6%.

5. The Strategy for 2018/19

During 2018-19, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash

supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, due to the scale of the capital programme in the year, short-term borrowing of £45 million was taken in preference to longer term debt. This was replaced by longer term borrowing in 2019-20 as PWLB rates declined sharply to below 2% of 50-year debt.

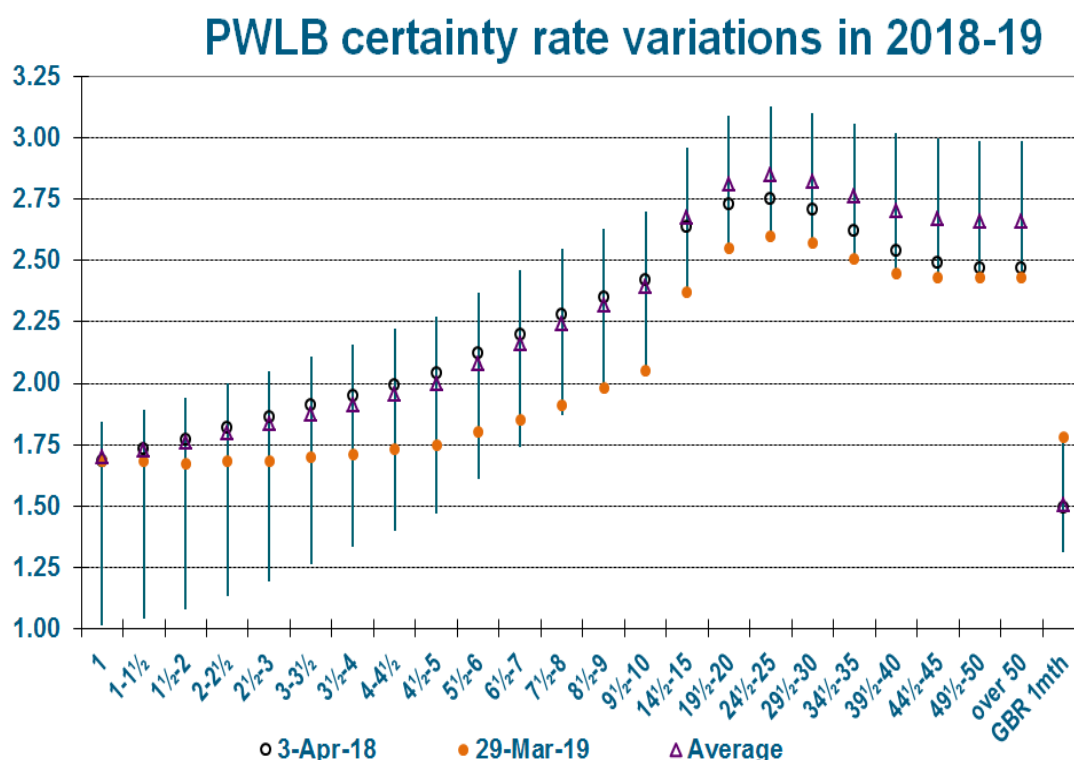
6. The Borrowing Requirement and Debt

The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). The table below summarises the opening, projected and closing capital positions.

	31-Mar-18 Actual	31-Mar-19 Budget	31-Mar-19 Actual
CFR General Fund (£'000)	258,532	458,978	346,825
CFR HRA (£'000)	200,634	225,460	200,634
Total CFR (£'000)	459,166	684,438	547,459

7. Borrowing Rates in 2018/19

Since PWLB rates peaked during October 2018, most PWLB rates have been on a general downward trend, though longer-term rates did spike upwards again during December, and, (apart from the 1 year rate), reached lows for the year at the end of March. There was a significant level of correlation between movements in US Treasury yields and UK gilt yields - which determine PWLB rates. The Fed in America increased the Fed Rate four times in 2018, making nine increases in all in this cycle, to reach 2.25% – 2.50% in December. However, it had been giving forward guidance that rates could go up to nearly 3.50%. These rate increases and guidance caused Treasury yields to also move up. However financial markets considered by December 2018, that the Fed had gone too far, and discounted its expectations of further increases. Since then, the Fed has also come round to the view that there are probably going to be no more increases in this cycle. The issue now is how many cuts in the Fed Rate there will be and how soon, in order to support economic growth in the US. But weak growth now also looks to be the outlook for China and the EU so this will mean that world growth as a whole will be weak. Treasury yields have therefore fallen sharply during 2019 and gilt yields / PWLB rates have also fallen.



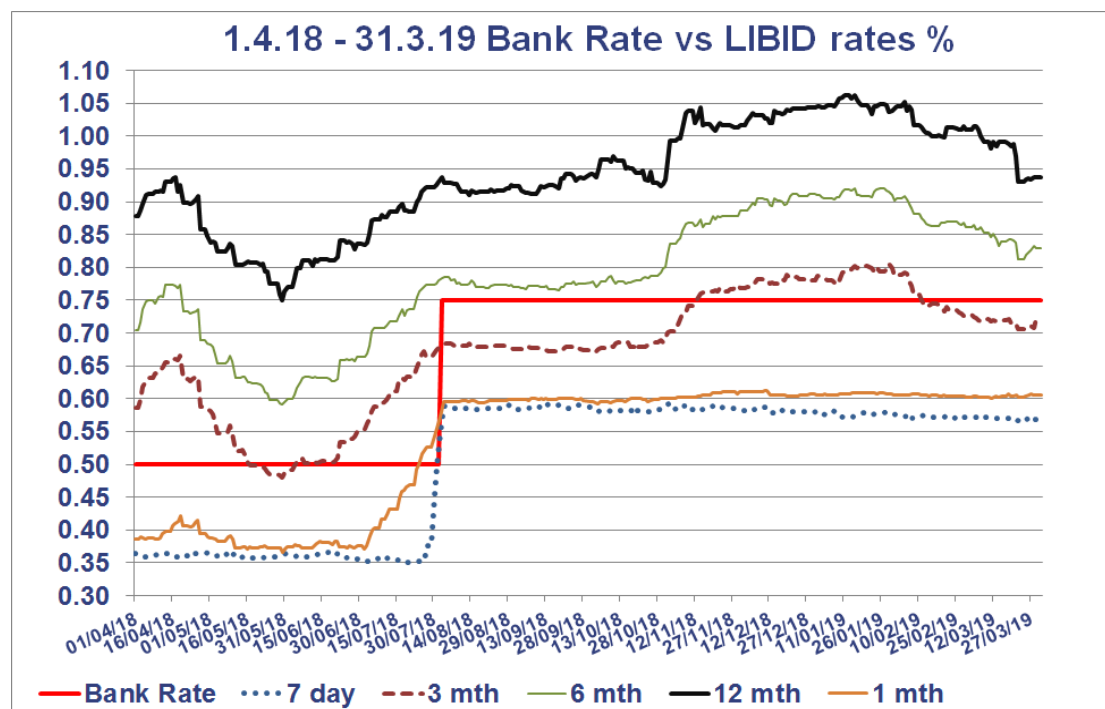
8. Borrowing Outturn for 2018/19

New short term borrowing of £45 million with a maturity of six months was taken during the year. The value of debt increased by this amount to £349.1 million at the end of the year. In addition, there was £15.489 million of PFI liabilities as at 31 March 2019.

The TMSS forecast closing gross borrowing of £495.5 million, derived from £176.8 million of debt funded capital expenditure. The value of capital expenditure funded by internal cash during the year was considerably lower at £88.3 million.

9. Investment Rates in 2018/19

Investment rates were little changed during August to October but rose sharply after the MPC meeting of 1 November was unexpectedly hawkish about their perception of building inflationary pressures, particularly from rising wages. However, weak GDP growth data after December, plus increasing concerns generated by Brexit, resulted in investment rates falling back again.



10. Investment Outturn for 2018/19

Investment Policy – the Council’s investment policy is governed by MHCLG guidance, which has been implemented in the annual investment strategy approved by the Council on 6 March 2018. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had retained sufficient cash balances to meet all its obligations on time.

Investments held by the Council - the Council maintained an average balance of £72.5 million of internally managed funds. The internally managed funds earned an average rate of return of 0.71%. The comparable performance indicator is the average 7-day LIBID rate, which was 0.51%.

Appendix 1: Prudential and treasury indicators

The table below compares the prudential indicators set out at the start of 2017-18 with those achieved at 31st March 2019

1. PRUDENTIAL INDICATORS	2017/18	2018/19	2018/19
	actual	original	actual
	£'000	£'000	£'000
Capital Expenditure			
Non - HRA	115,514	312,598	209,316
HRA (applies only to housing authorities)	49,378	80,312	33,047
TOTAL	164,892	392,910	242,363
Financing of Capital Expenditure			
Capital receipts	32,706	84,570	18,286
Capital grants	60,886	45,837	68,879
Capital reserves	7,598	48,458	29,315
Revenue	40,187	37,215	37,590
Total	141,377	216,080	154,070
Net Financing Need for the Year	23,515	176,830	88,293
Ratio of financing costs to net revenue stream			
Non - HRA (ex PFI)	4.54%	5.94%	5.80%
HRA	11.77%	12.73%	12.61%
Gross borrowing as at 31 March			
Non - HRA	120,553	283,522	120,553
HRA	199,501	220,518	199,501
Total	320,054	504,040	320,054
CFR			
Non - HRA	258,532	458,979	346,825
HRA	200,634	225,466	200,634
TOTAL	459,166	684,445	547,459

NB: Ratio of financing costs as a proportion of 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. The increase between 2017/18 and 2018/19 is due to higher MRP charges in the later year.

2. TREASURY MANAGEMENT INDICATORS	2017/18	2018/19	2018/19
	actual	TMSS limits	actual
	£'000	£'000	£'000
Authorised Limit for external debt -			
borrowing	304,080	598,029	349,080
other long-term liabilities	15,974	31,034	15,489
TOTAL	320,054	629,063	364,569
Operational Boundary for external debt -			
borrowing	304,080	598,029	349,080
other long-term liabilities	15,974	16,034	15,489
TOTAL	320,054	614,063	364,569
HRA Debt Limit			
HRA debt Cap	240,643	240,043	240,643
HRA CFR	200,634	228,145	200,634
HRA headroom	40,009	11,898	40,009
Upper limit for fixed interest rate exposure	100%	100%	100%
Upper limit for variable rate exposure	0%	30%	0%
Upper limit for total principal sums invested for over 364 days	nil	25,000	nil

The authorised limit - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2018/19 the Council has maintained gross borrowing within its authorised limit.

The operational boundary – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

3. Maturity Profile of Debt	31-Mar-18	2018/19	31-Mar-19
	actual	TMSS Upper limits	actual
Under 12 months	0%	50%	12.89%
12 months and within 24 months	0%	50%	0%
24 months and within 5 years	0%	75%	0%
5 years and within 10 years	0.7%	75%	6.45%
10 years and within 60 years	92.6%	100%	80.66%

Reserves and Balances Policy

1. Background

Barnet Council is required to maintain adequate financial reserves as they play vital part of prudential financial management of the authority, including the ongoing ability of the organisation to meet the balanced budget requirement. The purpose of this policy is to set out how the Council will determine the level and purpose of reserves.

Reserves are an integral part of sound financial management. They help the Council to manage with unpredictable financial pressures and plan for future spending commitments.

Councils are free to determine the type and level of reserves they hold. Barnet Council is responsible for ensuring that the level, purpose and planned use of reserves is appropriate when developing the Medium Term Financial Strategy and setting the annual budget

The Local Government Finance Act 1992 requires local authorities to have regard to the level of reserves needed for meeting estimated future expenditure then calculating the budget requirement. However, there is no specified minimum level of reserves that an authority should hold. It is the responsibility of the Chief Financial Officer and the Members of the Council to determine the level of reserves and to ensure that there are procedures for their formation and use.

2. Operation of Reserves

2.1 When reviewing the Medium Term Financial Strategy and preparing annual budgets the Council should consider the establishment and maintenance of reserves.

Reserves are sums of money held by the Council to meet future expenditure.

2.2 Reserves are generally held to do three things:

- Create a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. This forms a part of general reserves.
- Create a contingency to cushion the impact of unexpected events or emergencies. This also forms part of general reserves.
- Creates a means of building up funds, often referred to as earmarked reserves, as defined above, to meet known or predicted liabilities.

3. Types of Reserves

3.1 Reserves are classified in specific categories to help distinguish between the type of reserve and their use.

General Fund Balance – to meet short term, unforeseeable expenditure arising from unexpected events or emergencies. To enable significant changes in resources or expenditure to be properly managed over the period of the Medium Term Financial Strategy. The Chief Financial Officer’s recommendation is that this remains at £15m across the MTFS period.

Unusable reserves – these arise out of a requirement under legislation and proper accounting practice either to accumulate revaluation gains or as adjustment accounts to comply with statutory accounting requirements. These reserves are not backed by resources and therefore cannot be used for any other purpose. Hence, these reserves are not available to fund expenditure

Earmarked and Specific Reserves – to meet known or predicted requirements, or established by statute. The purpose of these reserves is to enable sums to be set aside for specific purposes or in respect of potential or contingent liabilities where the creation of a provision is not required or permitted. The council has created three distinct classifications of its General Fund reserves, Capital Reserves, Non-Ringfenced Revenue Reserves and Ringfenced Revenue Reserves. The purpose of significant reserves within each classification is set out below:

Capital Reserves

- Community Infrastructure Reserve

This reserve is likely to be required to support Community Infrastructure Capital projects and growth in Housing and Business.

- Revenue implications of capital

This reserve has been established as a source of funding towards costs which do not meet the strict definition of capital expenditure but for which there was no revenue provision. An example of this type of cost would be feasibility work or for costs such as the decanting of staff contained within the costs of the Office Build project.

Non-Ringfenced Revenue Reserves

- MTFS Reserve

The Council will maintain an MTFS reserve to support the delivery of progressive reductions in expenditure over the coming years, manage increased uncertainty as a result of recent transfers of business rates and council tax support into locally financed expenditure and to fund the one-off costs of transformation needed to allow future savings and for capital investment supporting our economic growth agenda. The MTFS reserve has been merged with the Collection Fund Smoothing reserve. This combined MTFS reserve is now the single mechanism for managing risks such as overspends and timing issues of collection fund items.

- Costs of delivering the MTFS (Transformation Reserve)

This reserve is to fund one-off costs in relation to the delivery of the savings required over the MTFS period and will be kept under review by the section 151 officer as savings and projects are implemented. The forecast balance is expected to be sufficient to support transformation across the MTFS period.

- Services Specific Reserves
Includes funding where it has been agreed that such sums could be carried-forward for use in subsequent years on named, specific projects or initiatives.

Ringfenced Reserves

- Public Health Reserve
The Council assumed responsibility for certain Public Health functions from April 2013 supported through a new Public Health grant; this reserve will be used to manage any over or underspends against this grant which is restricted to Public Health expenditure.
- Special Parking Account Reserve
This account is to hold the additional income achieved above the agreed surplus transferred to the General Fund on annual basis. The amount to be transferred to the General Fund is agreed annually, but is subject to change in year. The reserve can be used for several activities such as; bus priority measures and improvements to bus stops, on-street measures to promote walking and cycling, road safety measures, traffic reduction and traffic management measures, environmental street improvement schemes in town centres and development of school travel plans and workplace travel plans.

Housing Revenue Account

- Major Repairs Reserve (Within the HRA)
The balance on this reserve represents the amount unspent of the major repairs allocation (MRA) and will be used to meet housing capital expenditure in future years.

4. Establishing a new Reserve

4.1 New reserves may be created at any time, but must be approved by Policy and Resources Committee when a reserve is established. Policy and Resources Committee needs to approve the following:

- *Purpose* – the reason for creating the reserve should be clearly stated.
- *Usage* – there should be a clear statement of how and when the reserve can be used.
- *Basis of transactions* – delegated authority for approval of expenditure from the reserve.

- *Management and control* – a member of Council Management Team must have responsibility for the reserve, although day to day management of the reserve may be delegated to a specific officer.

5. Reporting Reserves

5.1 The Chief Financial Officer has a fiduciary duty to local tax payers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.

5.2 The overall level of balances will be reported quarterly as part of the CFO's report to the Financial Performance and Contracts Committee.

5.3 The budget report to Council will include a forecast of the level of reserves over the MTFS period.

6. Reviewing Reserves

6.1 The level of reserves for the next five years will be reviewed at least annually as part of the Medium Term Financial Strategy process. The Council Management Team (CMT), together with other responsible officers, will review the Council's earmarked reserves for relevance of purpose and sustainability. A profile of income to and expenditure from the reserves will be produced for inclusion within the Medium Term Financial Strategy (MTFS).

6.2 All reserves are reviewed as part of the budget preparation, financial management and closing processes.

6.3 Any amendments to earmarked reserves should be reported to Policy and Resources Committee for approval.

6.4 Once a reserve has fulfilled the purpose for which it was established, the balance should be reallocated to another similar purpose earmarked reserve or General Fund Balance.

6.5 It is the responsibility of the Chief Financial Officer to advise the Council about the level of reserves that it should hold and to ensure that there are clear procedures for their establishment and use and to report on the appropriateness of reserves.

7. Reserve Balances

7.1 Over the life of the current Medium Term Financial Strategy, the Council intends to maintain the level of the General Fund Working Balances at or above £15m.

7.2 The level of earmarked reserves is set out in the Medium Term Financial Strategy and is linked into individual service delivery plans. The Chief Financial Officer assesses that the level of non ringfenced revenue reserves should not fall below £30m during the MTFS period.

8. Reserves and the management of risks

- 8.1 Councils are facing significant financial challenges both now and in the future. The unprecedented reduction in government funding since 2010/11 and a decline in a number of other income sources. As well as the rising demand and increased costs for many services all pose a significant rising pressure and long-term risk for the Council.
- 8.2 The Council may consider using reserves to manage these risks. Certain earmarked reserves are set aside to deal with specific risks (as outlined in section 3).
- 8.3 The Council also manages unexpected financial shocks by maintaining the General Fund Working Balances. The level of this Working Balance is kept under review and it is the responsibility of the Chief Financial Officer to ensure it is at a level that is appropriate and reasonable as part of the budget setting process.
- 8.4 The Council is facing the following risks in the medium to long-term which are all to be managed as part of the MTFS process;

On-Going Risks

- The implementation of the Council's budget savings programme
- Service Budgetary control
- Service spending pressures such as the unavoidable increase in demand for Social Care Services (such as children in care) coupled with the increased cost of complex packages and investment required to improve the service
- Inflationary pressures on Pay and Contracts
- Changing demographics and growing population particularly among the very young and very old, and with more people moving to London Borough of Barnet further increasing the pressure on our Services such as schools, housing and social infrastructure.
- Localisation of Business rates does always present a collection rate risk and an economic downturn risk
- Reductions in Government funding following the implementation of the Fair Funding Review, Spending Review and the review of Business Rates.

New Risks

- Economic Stability on the run up and post-Brexit outcomes dependent on final deal. It is uncertain what the financial impact will have both at a Central Government level and the affects this will have filtered down to Local governments.
- Central Government has indicated the possibility of further devolution of services/responsibilities to local authorities and these may not be sufficiently funded and impact may not be fully quantifiable.
- Welfare Reforms and the full roll out of Universal Credit which could impact on rent collection and potentially increase the number of homeless and vulnerable people seeking support and accommodation in the borough.

9. Delegated Authority

9.1 Authority to approve reserve contributions and drawdowns is with the Council's Section 151 Officer unless explicitly agreed by the Policy and Resources Committee. Examples of where this delegation may be to other officers is when the funding is legally ringfenced for a specific purpose.

London Borough of Barnet

Debt Management Policy

22 January 2020

Introduction and objectives

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

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

The Council is responsible for the collection of:

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

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

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

The Council's objectives in relation to debt are:

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

Definition of a debtor

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

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

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

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

Core Principles

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

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

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

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

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

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

The Accounts Receivable 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 Accounts Receivable Team, on behalf of the Chief Finance Officer. This document sets out arrangements for doing this. The Accounts Receivable 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	Assistant Finance Manager	Monthly
Sundry	Barnet Major Debtors	Head of Exchequer Services.	Assistant Finance 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.	Assistant Finance Manager
Sundry	Collection	Cheques or cash to be processed within 24 hours of receipt.	Assistant Finance 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.	Assistant Finance Manager
Sundry	Aged Debt (FIN PI 29)	97.5% of debt collected within 180 days.	Assistant Finance Manager
Sundry	Aged Debt (FIN PI 30)	98.5% of debt collected within 365 days.	Assistant Finance Manager
Sundry	Aged Debt	Irrecoverable debt to be written off on a regular basis.	Assistant Finance Manager
Sundry	Payment method (FIN PI31)	To increase the number that pay by direct debit by 5% per annum.	Assistant Finance Manager
Council Tax	Collection (MI)	To achieve an in-year collection target of 96.5%	Revenues and Benefit Manager
Council Tax	Collection (Gainshare)	To achieve a four-year collection target of 98.5%	Revenues and Benefit Manager
Business Rates	Collection (MI)	To achieve an in-year collection target of 97.5%	Revenues and Benefit Manager
Business Rates	Collection (PI)	To achieve a four-year collection target of 99%	Revenues and Benefit Manager
Housing Benefit	Notification	Benefit Determination letter issued the day after the overpayment has been calculated	Revenues and Benefits Manager
Housing Benefit	Collection	65% of debt recovered in current year against debt raised in current year. 25% of debt recovered in current year against all debt outstanding 5% of debt written off against all debt outstanding	Revenues and Benefits Manager

Collection and Recovery

Sundry Debt

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 28 days.

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

Recovery action will commence no later than 14 days after the demand has fallen due. Escalation processes up to and including litigation are to be agreed between the Accounts Receivable 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 of the month.

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

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

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

Housing Benefit Overpayments

For Housing Benefit overpayments, the priority is to recover the overpayment from ongoing or arrears of Housing Benefit. If entitlement has ended, an invoice is issued and if the debt is not settled a reminder and then final reminder are

issued. There are ranges of recovery methods available should the debt not be paid that are detailed below.

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

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

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

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

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

Parking

The 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-policyconsultation/user_uploads/parking-policy-12_08_2014.pdf

Council Members and Staff

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

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

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

Dispute Resolution

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

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

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

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

Enforcement Agents and Enforcement Management

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

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

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

Write off procedures

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

Debts may be regarded as uncollectable where:

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

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

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

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

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

Generally, the older a debt is, the greater the requirement for a bad debt provision. Provisions are always reviewed as part of the closure of accounts process but should also be reviewed on a regular basis throughout the year, and

any likely requirement to increase the provision at the yearend should be identified and reported through regular budget monitoring.

Customer Care and Debt Advice

The Council will:

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

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

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

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

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

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

Advice and assistance

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

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

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

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

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

Citizens' Advice Bureau

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

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

Local branches:

New Barnet Citizens Advice Bureau 30 Station Road New Barnet Barnet Hertfordshire Tel: 0844 826 9336 Email: newbarnet@barnetcab.org.uk	Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: www.barnetcab.org.uk
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Money Advice Centres

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

National Debtline

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

Business Debtline

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

Stepchange

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

Review of this policy

The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. This policy will be reviewed annually to allow it to be updated and to take any service improvements or changes into account.

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Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Risk Manager Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk		Residual Risk			Target Risk		Response Option	Direction of Travel
								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood		
Strategic Risks																
STR16	Environmental sustainability	An inability to adequately manage the environmental impact of resident and business activities (such as air quality, insulation, renewable energy, packaging resource management and climate change) could lead to negative long-term consequences to the local environment resulting in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations.	Executive Director Environment	Assistant Director Transportation and Highways	Statutory Duty	ENV-Creating a healthy environment	-Delivering air quality action plan -Rolling out electric vehicle charging points -Developing a reduction and recycling waste plan -Planting trees on highways (in 1st year - more to do and funding to do this) - Delivery of the long term transport strategy	4	5	4	5	20	3	3	Treat	Same
STR17	Strengthening Children's safeguarding	A lack of strong safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person, (e.g. potential death) and the council failing to meet its statutory duties.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-Delivery of robust delivery plan to take recommendations forward. -Monitoring of impact of delivery 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 Multiagency Safeguarding Arrangements (MASA) membership and work programme. -Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services). -Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels	5	4	4	4	16	4	3	Treat	Same
STR19	Failure of third party Pension administrator meeting standards	Poor performance levels could lead to delays in meeting statutory deadlines such as annual benefit statements / valuations and/or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; and members not receiving the correct benefits or receiving benefits late.	Director of Finance	Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Recruitment of an interim pension manager to enhance client side management and internal scheme governance. -Monthly update meetings to measure progress against service improvement plans. - Establishment of Barnet Pensions Team with Finance	4	4	4	4	16	3	2	Treat	Increased
STR09	Increase in the NLWA levy	The expected replacement of the NLWA Energy from Waste (EfW) facility (expected 2026) could lead to an increase in the waste disposal levy of potentially up to £9million per annum and any additional financial cost relating to delays in the construction of the EfW resulting in an increased financial pressure on the council.	Executive Director Environment	Development Manager/ Director of Finance	Finance	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	- Active engagement through officers and NLWA Members - Development of long-term financial strategy - Ongoing analysis of waste data flows	5	5	5	3	15	5	2	Treat	Same
STR08	Major regeneration schemes (incl. Brent Cross)	Failure to effectively manage the major regeneration schemes (incl. Brent Cross) could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	- Steering Groups are in place to discuss the works and ensure there is project documentation. - Project boards are in place to discuss and monitor the works- Regular review at GROB (growth, regeneration, operations boards)- Regular review Brent Cross Governance Board -Scheme by scheme basis, teams will investigate market conditions	5	5	5	3	15	5	2	Treat	Same
STR02	Customer experience	Lack of joined up of systems across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service.	Deputy Chief Executive	Head of Customer Services and Digital	Finance	P&R - Continuing to improve Customer Services	- Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery - Customer transformation programme delivering a range of online improvements which should limit the need for customers to call us - safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online - Monthly web performance meeting group are held - Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs.	4	4	4	3	12	4	2	Treat	Same
STR07	Workforce engagement	Insufficient staff engagement (lack of investment and empowerment) and inadequate succession planning could lead to problems with recruitment and staff dissatisfaction, skilled staff leaving and high vacancy rates resulting in failure to meet statutory duties or council priorities; and workforce and financial pressures.	Chief Executive	Assistant Director HR	Staffing & Culture	P&R -Ensuring we have strong financial management to make best use of our limited resources	1. A new recruitment system is in place to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates.-done 2. The council has invested in new office accommodation to provide a new, modern working environment to support flexible working-done 3. The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. 4. Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff. 5. Develop and monitor HR improvement plan	4	4	4	3	12	4	2	Treat	Same
STR20	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/ knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Assistant Director HR	Business Continuity	P&R - Being resilient as a local authority	- Learning and development opportunities, including opportunities via Apprenticeship Levy - Workforce/succession planning	4	5	3	4	12	3	2	Treat	Reduced
STR05	Resilience management	Insufficient resilience management (e.g. Business Continuity, Emergency Planning, H&S) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff or the public; and legal challenge.	Director of Assurance	Head of Organisational Resilience	Business Continuity	P&R - Being resilient as a local authority	- Current review of EP and BC arrangements including strategy, exercises, training and resources - Implementation of 2018 Audit Recommendations - Corporate BC Strategy and Plan in plan. - Maintenance of BC lead network - Identification of P1 staff and relocation venues across the councils sites - Corporate Health and Safety Management system in place: Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance .	4	5	4	3	12	4	2	Treat	Same

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STR14	Perception of safety	An increase in knife crime in London, hate crime and fake news could lead to a reduction in residents' perceptions of safety in the wider community resulting in an increase in community tension and demand for services.	Assurance Director	Assistant Director of Community Safety and Regulatory Services	Statutory Duty	CLL - Keeping Barnet safe	Working with Barnet Safer Community Partnership to deliver the knife crime action plan -Invested in Environmental Enforcement (e.g. litter and flyposting) -Action Days with Police in Partnership with Re (regulatory Services) -effective use of CCTV across the Borough -Work with Barnet Homes on Environmental & regulatory Enforcement (e.g. noise and pests) and joint Action across Estates	4	4	4	3	12	3	2	Treat	Same
STR13	Community cohesion	Insufficient community engagement and/or participation following national and / or local tensions could lead to anti-social behaviour; breakdown of community cohesion resulting in civil unrest and an increase in hate crime.	Deputy Chief Executive	Assistant Director of Strategy and Communications	Business Continuity	CLL - Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime	Working in partnership with the Police to monitor tensions and local issues, and response. Working with the Barnet Multi Faith Forum and Community Together Network to increase engagement with the community. Delivering initiatives to encourage and celebrate cohesion such as Together we are Barnet.	4	4	4	3	12	4	2	Treat	Same
STR03	Funding uncertainty due to economic downturn	A downturn in the economy could lead to financial pressures due to a large proportion of our funding coming from council tax income and business rates income. This could result in a reduction in service quality; non-delivery of the MTFS; and use of reserves.	Director of Finance	Acting Head of Revenues and Benefits	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Analysis of monthly collection performance - Analysis of Housing Benefit and Council Tax Support awards and claims - Contingency and reserves in place to mitigate the short term impact. - Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	3	4	3	12	4	3	Tolerate	Same
STR15	Declining health of town centres	Changes in the retail sector (e.g. online shopping, inflexible leases, high rents) could lead to a declining health of local town centres (with low business survival rates and high vacancy rates) resulting in a poor quality place; loss of business rates and lack of local physical services; and fewer jobs.	Deputy Chief Executive	Director for Growth	Finance	ARG - Supporting local businesses to thrive	- Dedicated officer in place to engage and support business support activities; dependency on the council is generally limited to maintain a focus on council priorities - Putting in place SPDs and planning instruments to allow for flexibility in town centre developments. - Working with redevelopers north Finchley, bidding for GLA and government grants. Seek funding where possible. work with major landowners to increase football (Cricklewood, Edgware) - Work with Town teams to take responsibility	3	5	3	4	12	3	3	Treat	Same
STR11	Prevention and managing demand	If capacity in the market (private or voluntary) falls this could lead to an unmanageable demand for Adult Social Care services within the current envelope (staffing/financial resources) resulting in a failure to meet statutory duties and additional pressure on staffing and finances.	Executive Director Adults and Health	Assistant Director Communities and Performance	Statutory Duty	A&S -Supporting those with disabilities, older, and vulnerable residents to remain independent and have a good quality of life	-For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. -Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. more streamline and better focus on quality. - Working across North Central London to share ideas / learning how quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance.. - Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts)	4	4	4	3	12	4	2	Treat	Same
STR12	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director Adults and Health	Director of Adult Social Care	Statutory Duty	A&S -Integrating health and social care and providing support for those with mental health problems and complex needs	Joint planning and coordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Sustainability and Transformation Plan process. At the Borough level, there is close working through the joint commissioning unit, the health and wellbeing executive group and the A&E delivery board which actively manage plans to control demand pressures in the early urgent system. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. Actively monitoring of referral and activity data and any concerns to the Trust. Monitoring sign off of DTOC's across Acute, Community and Mental Health NHS trusts. Work with Barnet CCG has secured additional investment form NHS England to support extra capacity over the Winter.	4	4	4	3	12	4	2	Treat	Same

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STR06	Adults Safeguarding	If council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director Adults and Health	Director of Adult Social Care	Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	Barnet council & partners has signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 2019/20. These have been updated in Q1 19/20, and represent best practice. - The council has a comprehensive Learning & Development programme for social care practitioner to support high quality safeguarding practice. - quality assurance framework is in place which includes Independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement. - a quality board meets monthly to review the findings from mechanism in the quality assurance framework and track any improvement actions agreed. - Performance monitoring of safeguarding, happens monthly and quarterly by management team and performance team of Barnet safeguarding adults board. - Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. - Implementation of the MASH from June 2019 - Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM)	4	4	4	3	12	4	3	Tolerate	Same
STR10	Growth Agenda	Failure to manage the growth agenda could lead to a poor quality of place (physical and social infrastructure) resulting in resident dissatisfaction; lack of community; reduced CIL, New Homes Bonus and Council Tax growth; and lack of economic potential.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Regular review at GROB (growth, regeneration, operations boards) 2. Scheme by scheme basis, teams will investigate market conditions 3. Active engagement with Building industry to encourage appropriate development in the borough 4. Working closely with community to ensure benefits of growth are widely spread and distributed	5	3	5	2	10	5	2	Tolerate	Same
STR04	Financial Management	If financial management and controls are not sufficient this could lead to budget overspend, non-achievement of MTFS targets and the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Regular budget monitoring meetings with budget managers - Regular reporting to CMT - Mitigating actions to contain overspends identified and implemented - Achievement of savings tracked and alternative actions indented where not achievable	4	4	3	3	9	2	1	Treat	Same
STR18	Neglecting corporate parenting duty	if the council and its partners neglect to fulfil their duty as Corporate Parents this 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.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process. -The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	4	4	3	3	9	3	2	Treat	Same
STR01	Non-delivery of services	Ineffective governance, leadership, management or a weak internal control environment could lead to poor quality or non-delivery of services resulting in dissatisfaction; failure to meet statutory duties or council priorities; potential harm to the public; and legal challenge.	Chief Executive	Head of Programmes, Performance and Risk Head of Internal Audit	Statutory Duty	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Weekly CMT meetings with regular oversight of budgets, performance, risk and audit activity - Regular reporting of budgets, performance and risk to Policy & Resources Committee, Financial Performance & Contracts Committee and Theme Committees - Annual audit of performance and risk management frameworks to ensure compliance - Annual audit plan - Monthly Internal Controls Board (ICB) - Regular reporting of audit activity to Audits committee - Controls to mitigate the associated risk, AG020 -- If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.'	5	3	3	2	6	2	1	Treat	Same
Service Risks																
Adults and Health																
PH06	Pandemic Influenza type disease outbreak	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents	Director of Public Health and Prevention	Consultant in Public Health	Statutory Duty	HWBB - Continuing improvements on preventative interventions	Barnet multi-agency pan flu preparedness exercises and plans.	5	4	5	4	20	5	4	Tolerate	Same

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AC001	Increased overspend to meet statutory duties	LBB could have insufficient resources to meet its statutory duties with regard to adult social care due to operating in an environment in which there are on-going funding pressures, uncertainty in future demand for services, 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. Alternatively, it would lead to a deterioration in the council's overall financial position.	Executive Director Adults and Health		Statutory Duty	A&S -Efficient delivery of statutory duties	The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. There is also a programme of work underway to proactively manage in-year budget pressures.	5	5	5	4	20	3	3	Treat	Same
AC046	Adults Multi-Agency Safeguarding Hub (MASH) Resourcing	Insufficient resource and subject expertise within the MASH due to capacity constraints within service areas, e.g. mental health, strategic partners could lead to the MASH being less effective resulting in the MASH being unable to effectively safeguard vulnerable adults.	Director of Adult Social Care		Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	The Adults MASH has been established with the use of existing staff and expertise forming the basis of the MASH. It is recognised that the MASH will operate within the context of resource constraints across teams and partners but both physical and virtual arrangements have been established to ensure the process is effective and vulnerable adults are safeguarded. Management of staffing levels and resource requirement will be monitored closely and in response to increasing volume of referrals additional staffing resource is being implemented. A dedicated MASH team consisting of 1 Team Manager, 1 lead practitioner and 3 full time social workers will be established from 14 Nov. From the w/c 14 Oct there is additional resource within the MASH from other teams to support the management of incoming referrals.	5	5	3	5	15	1	2	Treat	Same
Assurance																
AG020	Audit actions not implemented	If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Head of Internal Audit	Statutory Duty	P&R - Being resilient as a local authority	Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Monthly Internal Controls Board (ICB) when officers are asked for updates against their actions and challenged if progress not made - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Internal Audit Manager role created, key aspect of role will be to manage the follow-ups process including new approach to following up Mediums, launched November 2019 (approved by Audit Committee in Oct '19)	4	5	4	4	16	4	3	Treat	Same
Finance																
FIN002	Implementation of 2019/20 savings	If the savings identified for 19/20 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for the council	Director of Finance	Executive Directors, including DCE Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Monthly budget monitoring - Budget setting process validating savings	5	5	5	4	20	4	2	Treat	Same
FIN001	Impact of uncertainty on Finances	The uncertainty of the national and regional political landscape, legislative changes and local government funding could lead to changes that affect council services and as a result in a further reduction of the multi-year budget	Director of Finance	Director of Finance Deputy Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible. - Transparent and critical analysis of savings delivery to be incorporated into monthly budget monitoring reports. - Budget holder sign offs of budgets and regulations	5	4	5	3	15	4	2	Treat	Same
FIN003	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	5	5	3	15	5	1	Treat	Same
Growth and Corporate Services																
G&C065	Consolidation of Street Scene services in the East of the borough	If the council are unable to acquire the GBN Services site this could lead to insufficient space for operations at Oakleigh Road Depot resulting in an impact in the delivery of services.	Director of Growth	Head of Property and Asset management	Finance	ARG - Efficient and cost-effective asset management	1. LBB is working closely with Network Rail on the negotiations. 2. co-ordination between all parties to ensure a consistent approach and ensure all plans work together at the depot.	5	5	4	4	16	3	2	Treat	New
Environment																
TS013	Passenger Transport Services move	The Passenger transport service (PTS) vehicles will no longer be able to be located at North London Business Park past June 2020, this is due to the council re-locating to Colindale. If vehicles are not moved this will lead to disruption to the Home to School transport service for Special Education Need children in and out of borough, and this will result in increase costs and potential services disruptions.	Street Scene Director	Head of Fleet and Transport	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	5	5	4	20	4	3	Treat	Same

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Risk Manager Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk		Residual Risk		Target Risk		Response Option	Direction of Travel	
								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact			Likelihood
SS020	Remedial work at the depot	Remedial works are required the Oakleigh Road depot this is resulting in service disruption which is estimated for up to 9 months, this could also result in increased resident dis-satisfaction.	Street Scene Director	Assistant Director	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. There is a weekly review meeting taking place with the contractor and the updates are provided to the steering group chaired by the Chief Executive. 2. Regular staff briefings	5	5	4	5	20	5	3	Treat	Same
SS018	Challenge to recruitment and retention	The challenge of recruiting and retaining the right people for the right roles particularly within the transport workshop, refuse loaders and HGV drivers, this could lead to low staff morale and reduction in quality of service resulting on the council not meeting the agency objectives and an increase on financial impact	Street Scene Director	Assistant Director	Staffing and Culture	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Utilising multiple markets 2. Channels for recruitment.	4	4	4	4	16	2	2	Treat	Same
PI011	Winter Service	The relocating of the gritting depot from Barnet to Harrow could lead to the service being less reactive in terms of speed of response which could result in the service struggling to deliver the instructed gritting actions in appropriate timescales and thereby increasing the risk of the Public Highway not being kept safe (free from the dangers of ice and snow)	Executive Director Environment	Head for Network and Infrastructure	Business Continuity	ENV - Keeping the borough moving, including improvements to roads and pavements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. A possible site at Mays lane has been explored but it has been identified that it would not be possible to achieve planning permission for this site, so the search continues. 4. Lessons learnt exercise from the 2018/19 gritting season and the review of the Winter Service Plan needs to be undertaken by Regional Enterprise and the plan suitably updated well in advance of the 19/20 winter gritting season due to commence at the end of October 2019. 5. Put arrangements in place to store up to 400T of salt in the Oakleigh Depot as a further contingency measure and order the salt prior to the commencement of the winter season and replenish throughout the season.	5	4	5	3	15	5	2	Treat	Reduced
Customer Support Group																
CSG 55	Poor delivery of pension service by administration team	Poor management of pension administration resulting in scheme members experience delay in receiving benefits and have a poor quality customer experience reputational damage to the councils and potential enforcement actions by the regulator which could lead to financial loss to the council.	Director of Finance	HR Pension CSG lead	Finance	P&R - Ensuring we have strong financial management to make best use of our limited resources	Review and 'Monitor Pension service CSG and scrutiny by the pension board on a quarterly basis. Contractual remedy where appropriate. -Monthly update meetings to measure progress against service improvement plans.	4	5	4	4	16	2	2	Treat	Increased
Re																
OP27	Affordability of the Thames Link project	If the Thameslink project becomes unaffordable, this could lead to uncertainty of the Thameslink project resulting in the council potentially having to increase its funding of the project/or non completion of the project altogether.	Deputy Chief Executive (LBB)	(Operations Director, RE)	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Governance board has overcite of the project budget, monthly meetings are in place to review this. 2. Dedicated finance Resource is being recruited and will report to Finance manager (Paul Clarke) 3. Re are exploring whether the grant is at risk should the project not go ahead.	5	3	5	3	15	3	1	Treat	Increased

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Policy and Resources Delivery Plan (Year 2) 2020/21

1. Committee Context

The Policy and Resources (P&R) Committee is the principal way that strategic policy and plans on major issues are discussed and recommended to Full Council. The committee is responsible for strategic policy, finance, corporate risk management, Information Technology, strategic partnerships, emergency planning and customer services.

2. Financial Context

The total amount of savings identified for P&R Committee for 2020/21 is £1.821m. This is shown in Table 1.

Table 1: Savings proposals

Savings Ref	Service Area	Description of Saving	2020/21 £000
P&R1	Growth & Corporate Services, CSG Management Fee	The council entered into the Customer and 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.	(871)
P&R2	Finance, Revenues and Benefits	Increased recovery of housing benefit overpayments	(500)
P&R3	Growth & Corporate Services, Human Resources and Organisational Development	Strategic HR services were previously provided through the CSG contract which contained a reduction in the cost of back office services including Strategic HR. Strategic HR has been returned to the council on the same basis, with savings targets for future years.	(14)
P&R4	Growth & Corporate Services, Strategy and Communications	Reconfigure Communications and Strategy team, identifying efficiencies, reducing running costs and increasing income - such as through the filming contract, increase advertising on the web and in publications. The 20/21 and 21/22 saving is proposed to come from not renewing the current Voluntary, Community and Faith Sector support contract when it ends in Year 2 and looking at alternative ways of supporting the sector. This is a part year effect for 20/21 and full year effect from 21/22. It also includes cost neutralising Barnet First by Year 5 through increased income or taking a digital approach.	(32)

Savings Ref	Service Area	Description of Saving	2020/21 £000
P&R5	Growth & Corporate Services, Commercial Management	Reconfigure Commercial, Performance and Executive Support (Year 1 counted in senior management line)	(153)
P&R6	Assurance	Paperless committees (subject to robust digital infrastructure in place))	(68)
P&R7	Growth & Corporate Services, Customer Services & Digital	Stop funding of printer cartridges as part of digitisation	(3)
P&R8	Assurance	Make CAFT team cost neutral through increased income generation including expansion of sold service to OLAs	(100)
P&R9	Growth & Corporate Services, Customer Services & Digital	Saving on the re-procurement of telephone and web based payment contract	(80)
TOTAL			(1,821)

3. Delivery of Priorities (Key Actions, KPIs and Risks)

Committee priority: Ensuring we have strong financial management

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Deliver £175m of Community Infrastructure Levy (CIL) and New Homes Bonus (NHB) and £52m extra council tax by 2025.	March 2021	Finance	Director of Finance (monitoring lead; delivery rests in other areas)
2	Support council services to deliver all services within approved budgets for General Fund, Dedicated Schools Grant, and Housing Revenue Account.	March 2021	Finance	Assistant Director of Finance
3	Support council services to achieve all planned savings within approved budgets.	March 2021	Finance	Assistant Director of Finance
4	Maintain non-ringfenced revenue reserves above £30m across the MTF5 period.	March 2021	Finance	Deputy Director of Finance
5	Implement internal audit actions within agreed timeframes (linked Audit report to Audit Committee)	March 2021	Assurance	Head of Internal Audit

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
6	Report outcomes of related CAFT investigations (linked to CAFT report to Audit Committee)	March 2021	Assurance	Head of Counter Fraud

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Outturn is within £1m of the budget (q)	Smaller is Better	<£1m	£4.206m	<£1m	Finance	Assistant Director of Finance
In-year incoming resources balanced to outgoing resources (q)	Smaller is Better	-£4.2m	-£7.057m	0	Finance	Deputy Director of Finance
Budget savings being delivered (q)	Bigger is Better	Monitor	47%	>85%	Finance	Assistant Director of Finance
High and medium audit recommendations issued relating to fundamental financial systems (q)	Smaller is Better	Monitor	41	0	Finance	Deputy Director of Finance
Implemented high and medium audit recommendations relating to fundamental financial systems (q)	Bigger is better	90%	82% (A)	100%	Assurance	Head of Internal Audit
Corporate fraud cases closed	Bigger is better	Monitor	23	Monitor	Assurance	Head of Counter Fraud
Concessionary travel fraud cases closed	Bigger is better	Monitor	57	Monitor	Assurance	Head of Counter Fraud
Financial investigations closed	Bigger is better	Monitor	2	Monitor	Assurance	Head of Counter Fraud
Tenancy fraud cases closed	Bigger is better	Monitor	111	Monitor	Assurance	Head of Counter Fraud

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
FIN001	Finance	Impact of political uncertainty on Finances	The uncertainty of the national and regional political landscape, legislative changes and local government funding could lead to changes that affect council services and as a result in a further reduction of the multi-year budget.	Deputy Director of Finance	Finance

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
FIN002	Finance	Implementation of 2020/21 savings	If the savings identified for 20/21 are not fully implemented this could lead to non-achievement of MTFs targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for the council.	Assistant Director of Finance	Finance
FIN003	Finance	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Finance
FIN003	Finance	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Finance

Committee priority: Continuing to improve customer services

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Embed customer service values and strong resident focus in the organisation's culture by: holding internal staff engagement sessions; implementing new customer service standards; and publishing a new customer experience strategy	December 2020	Customer Service and Digital	Head of Customer Service and Digital
2	Integrate new Street scene system with customer interface across web and phone.	October 2020	Customer Service and Digital	Head of Customer Service and Digital
3	Review correspondence in high volume service areas and implement changes to simplify	September 2020	Customer Service and Digital	Web Manager
4	Implement improvements to the website based on resident feedback, including online forms to reduce the need for residents to call the council	November 2020	Customer Service and Digital - Web team	Web Manager

Key Actions		Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
5	Ensure the website meets 100% accessibility requirements	November 2020	Customer Service and Digital - Web team	Web Manager

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Overall satisfaction with customer services (excl. web satisfaction) (q)	Bigger is Better	89%	89.7% (G)	90%	Customer Service and Digital	Head of Customer Service and Digital
Satisfaction with the council's website (q)	Bigger is Better	55%	30% (R)	55%	Customer Service and Digital – Web team	Web Manager
Increase in web volumes (r) ^[1]	Bigger is Better	10%	+31% ^[2] (G)	15%	Customer Service and Digital – Web team	Web Manager
Reduction in phone volumes (r) ^[3]	Bigger is Better	30%	-8% ^[4] (G)	20%	Customer Service and Digital	Head of Customer Service and Digital

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C019	Customer Service and Digital	Internal culture & process failure	Internal staff do not adopt new ways of working to improve the overall customer experience. Service process failure results in repeat calls and general dissatisfaction in council services	Head of Customer Service and Digital	Finance
G&C021	Customer Service and Digital	Unexpected Customer service demand	Unexpected increases on demand for customer services could lead to unplanned increase in costs to the Council and wait times for customers resulting in additional financial cost to the council.	Head of Customer Service and Digital	Finance

^[1] Percentage increase in web volumes compared to same time last year.

^[2] Rolling 12 months to September 2019.

^[3] Percentage reduction in phone volumes compared to same time last year.

^[4] Rolling 12 months to June 2019

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C022	Customer Service and Digital	Website User Experience	Technical, accessibility and user experience problems could prevent customers from fully utilising the council website causing user dissatisfaction with the website and wider customer experience	Head of Customer Service and Digital	Finance

Committee priority: Planning strategically to enable Barnet to grow and meet the needs of residents

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Publish for consultation the Infrastructure Delivery Plan and Site Viability evidence alongside a revised Draft Community Infrastructure Levy (CIL) Charging Schedule	May 2020	Re – Strategic Planning	Assistant Service Director - Planning
2	Publish consultation drafts for two Planning Frameworks to support emerging areas of growth including town centres	May 2020	Re – Strategic Planning	Assistant Service Director - Planning
3	Publish Regulation 19 draft local plan for public consultation	December 2020	Re – Strategic Planning	Assistant Service Director - Planning
4	Publish a consultation draft of revised Planning Obligation guidance ahead of public examination on CIL charging	December 2020	Re – Strategic Planning	Assistant Service Director - Planning
5	Publish building heights guidance relating to potential developments along key road corridors	December 2020	Re – Strategic Planning	Assistant Service Director - Planning

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Deliver Planning Policy Documents	Bigger is Better	100%	100% (G)	100%	Re	Assistant Service Director - Planning

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C024	Re – Strategic Planning	Delay of the local plan timetable	If there are significant objections or lack of support for draft policies or proposed site allocations, this could lead to a decision by Members to delay the Local Plan timetable resulting in the council failing to fulfil statutory duties in adopting new policies to guide development and risk of scrutiny from the MHCLG.	Assistant Service Director - Planning	Statutory Duty
G&C026	Re – Strategic Planning	Local plan housing target	Changes to national, regional policy and targets could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner. This could result in the local plan not being compliant unless new government targets are met. If the targets are undeliverable, this result will be publicly scrutiny and possible action from the MHCLG.	Assistant Service Director - Planning	Statutory Duty

Committee priority: Being resilient as a local authority

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Continue to meet and further develop the new 2020 Resilience Standards for London to build strength and resilience in Emergency Response and Business Continuity arrangements via an annual work plan,	March 2021	Assurance - Organisational Resilience Team	Head of Organisational Resilience
2	Continue to deliver/participate in Emergency Response and Business Continuity training and exercises, as set out in the new RSLs.	March 2021	Assurance - Organisational Resilience Team	Head of Organisational Resilience

Key Performance Indicators = None

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
AG022	Assurance	Inability to effectively respond to Major Emergency Incident	Failure to meet Resilience Standards for London could lead to an inability to effectively respond to a major emergency resulting in failure to deliver statutory support of emergency services under the Civil Contingencies Act 2004, increased risk/harm to individuals, legal challenge, financial and reputational damage. Based on our self-assessment the council considers it is compliant to RSL but we are committed to continue to build strength and resilience across every standard over the next year.	Assurance Director	Business Continuity
AG023	Assurance	Inadequate Business Continuity Incident Response	Inadequate planning, non-compliance and a lack of trained staff for the business continuity and resilience exercising work plan both within the council and by partners could lead to the council being unable to respond adequately to a BC incident resulting in being unable to deliver critical services and subsequently incurring financial and reputational consequences	Assurance Director	Business Continuity

Committee priority: Ensuring residents are treated equally, with understanding and respect, and all have access to quality services

	Key Actions	Due date (dd/mm/yy)	Service Area	Lead Officer (Job Title)
1	Hold internal communications campaign to encourage staff to update demographic data for workforce diversity analysis	September 2020	Strategy and Communications	Assistant Director Strategy and Communications
2	Distribute the Community Together Network (CTN) bulletin fortnightly	Fortnightly	Strategy and Communications	Assistant Director Strategy and Communications
3	Publish the cumulative Equality Impact Assessments (EqIAs) on the website	March 2021	Strategy and Communications	Assistant Director Strategy and Communications
4	Refresh the Equalities and Inclusion Policy	June 2020	Strategy and Communications	Assistant Director Strategy and Communications
5	Publish the Equality Impact Assessments (EqIAs) in a central place	March 2021	Strategy and Communications	Assistant Director Strategy and Communications

Key Performance Indicators	Polarity	19/20 Target	Q2 19/20 Result	20/21 Target	Service Area	Lead Officer (Job Title)
Staff providing demographic data to inform workforce diversity analysis	Bigger is Better	TBC	Due Q3 19/20	85%	Strategy and Communications	Assistant Director Strategy and Communications
Cumulative Equality Impact Assessments carried out for relevant policies and programmes (Annual)	Bigger is Better	100%	Due Q4 19/20	100%	Strategy and Communications	Assistant Director Strategy and Communications
Maintain the open rate of the CTN bulletin at above 40%	Bigger is Better	New for 2020/21	New for 2020/21	40%	Strategy and Communications	Assistant Director Strategy and Communications
New standard contracts include equality standards	Bigger is Better	New for 2020/21	New for 2020/21	100%	Strategy and Communications	Assistant Director Strategy and Communications

Risk ID	Service Area	Short Risk Title	Long Description	Risk Owner (Job Title)	Primary Risk Category
G&C036	Strategy and Communications	Compliance with Equality Duty	As work is ongoing on establishing a new business as usual position on equalities management/monitoring in place there is a risk that compliance with the Public Sector Equality Duty under the Equality Act 2010 is not maintained resulting in worsening outcomes for Barnet residents and legal action against the council.	Deputy Chief Executive	Statutory Duty

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	<p>AGENDA ITEM 8</p> <p>Policy and Resources Committee</p> <p>19 February 2020</p>
<p>Title</p>	<p>Council Tax Support 2020/21 – Revision to Council Tax Reduction Scheme</p>
<p>Report of</p>	<p>Chairman of the Policy and Resources Committee</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Urgent</p>	<p>Yes (see section 1.2)</p>
<p>Key</p>	<p>No</p>
<p>Enclosures</p>	<p>Appendix A – Proposed Barnet Council Tax Support Scheme Appendix B – GLA Consultation Response Appendix C – Windrush Compensation Scheme Guidance Appendix D – Local Government Ombudsman (LGO) guidance on Council Tax Support official error overpayments.</p>
<p>Officer Contact Details</p>	<p>Darren Smith: Finance Manager: Revenues and Benefits darren.smith@barnet.gov.uk</p>

<h2>Summary</h2>
<p>This paper provides information relating to proposed changes to the Local Council Tax Reduction Scheme (LCTRS) scheme from April 2020, including analysis from the public consultation carried out between 9th December 2019 and 10th January 2020.</p> <p>The report seeks support from members on the amended LCTRS scheme and for referral to Full Council.</p>

Officers Recommendations

The report recommends that the Committee:

1. Agree that the proposed Barnet Local Council Tax Support Reduction Scheme as set out in Appendix A should be referred to Full Council for approval.

1. WHY THIS REPORT IS NEEDED

Local Council Tax Reduction Scheme

- 1.1 The London Borough of Barnet is considering making changes to its current Local Council Tax Reduction Scheme (LCTRS) in 2020/21 following guidance from the Ministry of Housing, Communities & Local Government. The Council proposes:
 - To disregard any income and capital payments in relation to The Windrush Compensation Scheme in line with guidance from the Ministry of Housing, Communities & Local Government (MHCLG) and Housing Benefit regulations.
 - To introduce an option for residents to apply for a Discretionary Council Tax Hardship payment (Section 13a) to offset LA error/official error overpayments of LCTRS whereby the resident could not reasonably have known they were being overpaid, in line with Local Government Ombudsman (LGO) guidance issued in August 2019.
 - To award Council Tax Support from the start date of Council Tax liability when a claim for LCTRS is made during the first week of liability, bringing Barnet's scheme in line with the default scheme.
- 1.2 The proposed LCTR scheme requires approval of Full Council and this decision needs to take place at the scheduled 3rd March 2020 meeting to allow sufficient time to implement the changes if the scheme is approved.
- 1.3 The changes to the scheme will not adversely affect residents with no specific group negatively affected following the proposed changes.
- 1.4 By its nature any disregarded capital will result in additional Council Tax Support impacting on the amount of Council Tax that can be collected, however, as this is a new compensation introduced by government this will have no impact on any previous MTFS planning and will not have a negative impact on future planning.
- 1.5 Discretionary Council Tax Hardship payments are also referred to as Section 13A grants. Section 13A(1c) of the [Local Government Finance Act 1992](#) allows local authorities to, in exceptional circumstances, reduce the Council Tax liability for a charge payer. Statutory

exemptions and discounts must first have been exhausted. Section 13A(1c) are funded from the general fund.

This policy is already in place and the purpose of this report is to ensure the policy clearly defines that these payments can be applied for in relation to Local Authority error overpayments in relation to Council Tax Support. There will be no significant additional cost to the general fund.

Current Position

- 1.6 The current scheme will remain unchanged in all other aspects with all changes made in the 2019/20 scheme remaining applicable. The changes proposed bring the scheme in line with recommendations from MHCLG and the LGO.

The Windrush Compensation scheme

- 1.7 Government introduced The Windrush Compensation Scheme to help people who may have suffered a loss because they were unable to demonstrate their lawful right to live in the UK. Full details of the scheme can be found [here](#).

Following guidance from MHCLG, as set out in Appendix C, payments of income and capital in respect of the scheme will be disregarded in Barnet's LCTR scheme.

Discretionary Council Tax Hardship payments in relation to Local Authority error overpayments in relation to Council Tax Support

- 1.8 The London Borough of Barnet are looking to update its policy on Local Authority error/official error Council Tax Support write-off's following guidance from the Local Government Ombudsman.
- 1.9 The key driver for this change in policy was to create an option to consider writing-off overpayments of Council Tax Support whereby the resident could not have reasonably known they were being overpaid due to a local authority error. This issue arose following a complaint and guidance issued by the LGO. Applications will be assessed on a hardship basis.
- 1.10 There is no further changes to the overall policy intentions of the current policies or additional restrictions to what is being offered within this updated policy.
- 1.11 There is no change to the allocated budget available for those facing hardship. The Council however will keep the impact of the proposed scheme under review and if appropriate consider whether increases to the DCTH budget is appropriate.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Guidance issued on 31 July 2019 (Appendix C) by the Ministry of Housing, Communities & Local Government advised that payments of income and capital in respect of the Windrush Compensation scheme will be disregarded under Housing Benefit regulations and Council Tax Reduction Schemes (Prescribed Regulations).

2.2 The council consulted on the proposed changes for a 4-week period. The consultation was focused on stakeholder's views on the Windrush Compensation Scheme and two further improvements to the scheme following feedback from residents. These key areas are listed below.

1. Disregard of any income from the Windrush Compensation scheme.
2. Disregard of any lump sum payments from the Windrush Compensation scheme
3. To introduce the option for residents to apply for a Discretionary Council Tax Hardship payment to offset local authority Council Tax Support over-payments, where it is assumed the resident could not have been reasonably expected to know they were being overpaid. A decision will be made on hardship.
4. Award Council Tax Support from the start date of Council Tax liability if an application is made within the same week of the liability start date. This is in line with Housing Benefit regulations.

2.3 As expected given the minimal impact of the changes and with all changes intended to have a positive impact on Barnet residents, there were very few responses to the consultation. Of the 4 responses received, only the Greater London Authority commented on the proposed changes. The 3 other responses were in relation to elements of the scheme not being consulted on or in one case a different department of the council.

All Respondents

- A Barnet resident requested the removal of the £5.00 Non-Dependant deduction for students. Although this isn't part of the consultation this will be recorded as feedback towards considerations for the 2021/22 LCTR Scheme.
- A young Barnet resident requested that the council introduce cricket pitches around the area. This feedback has been forwarded onto the relevant department for response given it doesn't form part of this consultation.
- A supervisor from Barnet Citizens Advice responded asking if the minimum income floor in relation to the self-employed will be reviewed as it's felt other London Boroughs have exemptions that Barnet do not offer. Although this isn't part of the 2020/21 consultation it will be used as feedback when considering the 2021/22 Council Tax Support Scheme.
- The final response came from the Greater London Authority (GLA). This has been included in Appendix B and outlined below.

Greater London Authority Response

Appendix B contains the full written response received from the Greater London Authority (GLA), the key points are summarised below with the Councils response where appropriate.

- The GLA recognises the need for councils' schemes to take account of changes to Housing Benefit Regulations, such as the exclusion of income and capital payments in relation to the Windrush Compensation Scheme.
- The GLA agree the change to award CTS from the start date of council tax liability, if an application is made within the same week of the liability start date, aligns the scheme with Housing Benefit regulations.
- The GLA supports the proposed change to enable claimants who have received a CTS payment in excess of their entitlement to offset their requirement to make a repayment to the council via a Discretionary Council Tax Hardship payment. It is important that the Council make claimants aware of their ability to apply for support in this way if they have inadvertently received an overpayment.

DCTH Policy

- 2.4 The additional detail within the DCTH policy will provide a more robust reference point for applicants and decision makers.
- 2.5 Any DTCH applications in respect of Local Authority Council Tax Support overpayments will be assessed on customer hardship.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

Proposed LCTRS Scheme

- 3.1 No alternate options were considered with the proposed changes arising from MHCLG guidance to bring the scheme in line with Housing Benefit legislation.

4. POST DECISION IMPLEMENTATION

Proposed LCTRS Scheme

- 4.1 The decision to amend the scheme will be referred to Full Council on 3rd March 2020. New income and capital disregard parameters will be set up within the system software to deliver the proposed changes.

Discretionary Council Tax Hardship Payment Policy

- 4.2 Key staff will be briefed on the policy in readiness for April 2020.
- 4.3 The policy will be published online and shared with key stakeholders such as Citizens Advice Barnet.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The proposed changes to the scheme will have no significant impact to the cost of the scheme or the MTFS.

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

5.2.1 The changes to the scheme are minor and have no anticipated effect on the above.

5.3 Social Value

5.3.1 The LCTR scheme provides financial support to council tax payers on low incomes by reducing the amount they are required to pay. The DCTH policy provides support to our most vulnerable citizens to help meet council tax liabilities and shortfalls and upon approval can help to offset Local Authority error overpayments whereby the resident could not have been reasonably expected to know they were being overpaid.

5.4 Legal and Constitutional References

5.4.1 Section 13A(1)(a) and (2) of the Local Government Finance Act 1992 introduced a duty on every billing authority in England to make a scheme specifying the reductions which are to apply to amounts of council tax payable, in respect of dwellings situated in its area, by:

- (a) Persons whom the authority considers to be in financial need, or
- (b) Persons in classes consisting of persons whom the authority considers to be, in general, in financial need.

5.4.2 The above scheme is referred to as the authority's council tax reduction scheme. Section 67 of the 1992 Act requires that revisions to the council tax reduction scheme are reserved to Full Council for a decision.

5.4.3 Schedule 1A sets out the requirements in relation to adoption or revision of a scheme. Paragraph 2 confirms a scheme must state the classes of person entitled to a reduction and that this may be by reference to income, capital, a combination of income and capital, number of dependents and whether an application has been made. Different reductions may be set for different classes. A reduction may be a discount calculated as a percentage, a set amount, expressed as an amount of council tax to be paid or the whole amount of council tax. The scheme must state the procedure by which a person may apply for a reduction and the procedure for appeal. The scheme must comply with prescribed matters set out by the Secretary of State in regulations. Paragraph 5 confirms that a billing authority must consider whether to revise its scheme or to replace it with another scheme for each financial year. Any revisions or replacement must be made no later than 11 March in the financial year preceding that for which the revision or replacement is to have effect. If any revision or replacement has the effect of reducing or removing a reduction to which any class of persons is entitled, the revision or

replacement must include such transitional provision as the authority thinks fit. When making revisions to a scheme, paragraph 3 applies. Paragraph 3 requires an authority, before making a scheme, to (a) consult any major precepting authority which has power to issue a precept to it, (b) publish a draft scheme in such manner as it thinks fit, and (c) consult such other persons as it considers are likely to have an interest in the operation of the scheme.

5.4.4 **Section 13A(1)(c)** permits a billing authority to reduce council tax in other discretionary circumstances

5.4.5 There is a statutory duty to consult on the council tax support scheme. With only 4 responses received these have been reported under section 2.3 with a summary of the GLA response. The Full response is outlined in Appendix B. Case law has confirmed that when determining whether to change policy, the Council must be receptive to reasonable arguments against the proposals. There have been no negative responses to the proposals outline in this report.

5.4.6 Council Constitution, Article 7 (Committees, Sub-Committees, Area Committees and Forums and the Local Strategic Partnership) sets out the responsibilities of the Policy and Resources Committee which includes: To be responsible for Finance including Local taxation.

5.4.7 Council Constitution, Article 4 (The Full Council) sets out the responsibilities of the Council which includes: Setting the Council Tax.

5.5 Risk Management

5.5.1 No risks have been identified within this report with all proposed changes having a positive impact on specific groups of residents. No residents will be adversely affected by the proposed changes. The amount of DCTH used towards Local Authority error CTS overpayments will be kept under review.

5.6 Equalities and Diversity

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

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not
- foster good relations between persons who share a relevant protected characteristic and persons who do not.

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

5.6.3 With all proposed changes expected to have a positive impact, no specific group will be adversely affected. The overall assessment of the proposed scheme is one of positive impact. DCTH policy is publicised and brought to the attention of key stakeholders such

as the Citizens Advice Barnet. It will also keep both the DCTH/DHP policy and this proposed scheme under review.

5.7 Corporate Parenting

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

5.7.2 The changes proposed are intended to have a positive impact and not adversely impact any Barnet residents

5.7.3 The council will always have regard to the Corporate Parenting Principles in considering any applications for discretionary help from foster carers, providers of supported lodgings, special guardians or care leavers.

5.8 Consultation and Engagement

5.8.1 The consultation results have been included in the main part of this report.

5.8 Insight

5.8.1 Insight taken from existing scheme along with feedback from MHCLG and GLA.

6. BACKGROUND PAPERS

6.1 None applicable to this report

Barnet Council Tax Support Scheme Effective 1 April 2020(Draft)



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Glossary

Capital	Money or other assets owned or jointly owned by a person.
Capital Disregard	Windrush Compensation Scheme
Change of Circumstance	Any change of circumstances affecting entitlement to CTS, including but not limited to changes to income, liability, household members or residence that would affect entitlement to CTS.
Council Tax payer	Person liable to pay Council Tax on the property.
Council Tax Support (CTS)	The London Borough of Barnet's (Barnet) scheme.
Default scheme - Pensioner	The default scheme contained in the Council Tax Reduction Schemes (Default Scheme) (England) Regulations 2012 SI 2886/2012
Banded Scheme - Working Age	Council Tax Support for Working Age customers will be calculated against an income banded scheme and will no longer be in line with the default scheme.
Dispute	Where the CTS recipient disagrees with the amount of CTS awarded or the refusal to award CTS applicant.
Disregards	Deductions allowed against the income.
Earned Income	Has the meaning given with paragraphs 18 and 21 of Schedule 1 of the Prescribed Requirements Regulations.
Excess Income	The amount the taxpayer's weekly income exceeds their applicable amount for pensioner claims.
Extended Reduction - Pensioner	An amount awarded for a period after the applicant or their partner has started work or increased their hours of work and is therefore no longer entitled to a qualifying benefit or qualifying contributory benefit.
Income - Pensioner	Income from all sources not limited to earnings. Some income will be wholly or partly disregarded.
Income – Working Age	Council Tax Support will be calculated solely on earnings to set the appropriate band.

Local Authority Error	Change following a Local Authority or official error
Maximum liability	The maximum liability is the maximum band after any Council Tax discounts or band reductions awarded under the Local Government Finance Act 1992. For example, single person discounts or band reductions due to disability.
Minimum Income Floor	A self-employed person declaring less income than the national living wage will have their Council Tax Support calculated on a notional income equal to that of the national living wage.
Non-Dependant	Anyone who lives with you who is over 18 and is not your partner, a dependent child, joint tenant or sub-tenant.
Non-Dependant Deduction	An amount deducted from your entitlement depending on the Non-Dependants circumstances.
Overpayment	Any amount of CTS awarded to which the recipient is not entitled.
Pension Age	The age at which a person is eligible to claim State Pension Credit. Please note the age is changing to reflect the equalisation of pension ages between men and woman and the planned increase in retirement age.
Premium	An additional element forming part of the applicable amount relating to the individual or couple's circumstances. For working age claimants there will be no applicable amounts as an income banded scheme calculates entitlement by categorising income against the correct band.
Prescribed Requirements Regulations	Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 SI 2885 2012.
Protected group	Groups listed in Appendix A to which the maximum award does not apply.
Taper	The rate at which CTS is withdrawn if the income including tariff income is greater than the applicable amount or living allowance. Not applicable to working age customers who will have their CTS calculated under a banded income scheme.
Tariff income – Pensioners (Default)	Income generated by savings and capital between the lower and upper capital thresholds.
Work	Employed or self-employed.

Working Age	The age below which a person or couple is eligible to claim State Pension Credit.
1992 Act	Local Government Finance Act 1992.

1 Introduction

The London Borough of Barnet's ("LBB") Council Tax Reduction Scheme is based on the default scheme and prescribed requirements regulations **for pension age customers**, except where the contrary is set out within the scheme. Definitions and detail from the regulations are not replicated in this document and the detail can be found by following the links below.

[Council Tax Reduction Schemes \(Prescribed Requirements\) \(England\) Regulations 2012 SI 2885/2012 \(as amended\)](#)

[Council Tax Reduction Schemes \(Default Scheme\) \(England\) Regulations 2012 SI 2886/2012 \(as amended\)](#)

The scheme for **working age applicants** will no longer be based on the default scheme and will calculate the CTS award using an income banded scheme. It has the following features:

- The number of calculations following changes in Universal Credit will be greatly reduced under the banded scheme. Only changes that alter the banding group will be applied. This reduces the regular monthly changes brought about by Universal Credit therefore reducing the possibility of monthly rebilling.
- Only earned income will be used in the calculation within the banded scheme. All other income will be disregarded. I.e. Disability Living Allowance, War Pensions and Child Benefit will continue to be disregarded in the calculation.
- For working age claims, the weekly liability will be reduced by the Non-Dependant deduction.
- A minimum income floor will apply for the self-employed. A self-employed person declaring less income than the national living wage will have their Council Tax Support calculated on a notional income equal to that of the national living wage.

2 Classes of Persons

2.1 Classes of persons excluded from the scheme

Classes of persons to be excluded from the scheme are as set out in the prescribed requirements regulations, including persons treated as not in Great Britain and persons subject to immigration control.

2.2 Classes of person entitled to a reduction under this scheme

Pensioners

Classes A-C Pensioners who fall within any of classes A to C in the prescribed requirements regulations.

Working age persons

Persons who are not pensioners who have no earned income will fall into income band 1 of the table below.

Persons who are not pensioners who have earned income will receive a maximum level of support depending on what earnings threshold they fall into, as per the table below. Earned income will be calculated net of income tax, national insurance and 50% of pension contributions, there will be no other deductions.

Income Band	Discount off CT liability	Earnings threshold (monthly)
1	72.00%	No earnings
2	52.00%	<£500
3	44.00%	£500.01-£800
4	36.00%	£800.01-£1100
5	28.00%	£1100.01-£1400
6	20.00%	£1400.01-£1700
7	12.00%	£1700.01-£2000

Persons in receipt of Universal Credit will have their Council Tax Support calculated using the earnings verified on the Universal Credit notice.

Persons not in receipt of Universal Credit will be required to evidence their circumstances, such as earnings.

Persons who do not have any earned income will have all other income disregarded and be placed in Band 1 of the above table and receive a maximum award of 72%.

3 Maximum Council Tax Support for the purposes of calculating eligibility for support under this scheme and amount of reduction

3.1 Maximum Council Tax Support under this scheme: For classes A to C, the maximum council tax reduction is as set out in regulation 29 of the default scheme.

3.2 Maximum Council Tax Support under this scheme: For persons who are not pensioners the maximum Council Tax Support is calculated as per section 2.2. Non-dependant deductions will be calculated as per section 4.

4 Non-dependant deductions: pensioners and persons who are not pensioners

The non-dependant deductions for pensioners (classes A –C) are as set out in the prescribed requirements regulations.

The non-dependant deductions for working age from 1st April 2019 are as set out in appendix B.

5 Amount of reduction under this scheme

5.1 Amount of reduction under this scheme

Council Tax Support will then be calculated as per section 2.2.

5.2 Where a working age person is not in receipt of earned income, the award is

- the actual liability for the Council Tax.
- less 28%
- less any non-dependant deductions set out in appendix B

5.3 Where a working age person is in receipt of earned income, the award is

- the actual liability for the Council Tax
- less the maximum Council Tax Support, depending on earnings threshold as per the table below
- less any non-dependent deductions set out in appendix B

Income Band	Contribution towards Council Tax Liability	Earnings threshold (monthly)
1	28.00%	No earnings
2	48.00%	<£500
3	56.00%	£500.01-£800
4	64.00%	£800.01-£1100
5	72.00%	£1100.01-£1400
6	80.00%	£1400.01-£1700
7	88.00%	£1700.01-£2000

6 Capital

The capital rules for calculating eligibility for a reduction are as set out in the default scheme, save that for working age – where capital exceeds £6,000, there will be no entitlement to Council Tax Support.

Income and capital payments in relation the Windrush Compensation Scheme will be disregarded in line with Housing Benefit regulations.

7 Extended reductions and qualifying conditions for an extended reduction

Extended reductions and qualifying conditions for extended reductions for those of pensionable age will be as set out in the default scheme.

8 Procedural Matters

8.1 Applications

CTS will only be paid upon receipt of an application. Applications must be made in writing and received by LBB's Revenues and Benefits Service, or received electronically via LBB's website or in some other format as LBB may decide. If a request for CTS is received by the Revenues and Benefits Service by any means including one that is not in the correct format LBB will invite the applicant to complete an appropriate application. If the applicant does so and it is received within one month of being asked to do so then the application date will be the date the original request was received.

When an application for CTS is made during the same week as the Council Tax liability start date, the CTS award will commence from the liability start date. For applications made outside the first week of liability, the CTS award will commence from the following Monday of the date of application.

If a claim is made for Housing Benefit and the person claiming is also liable for Council Tax at the same dwelling then the Housing Benefit claim will be treated as a claim for Council Tax Support unless within fourteen days of receipt of confirmation of the award from LBB, the customer advises LBB in writing that they do not wish to claim.

For those of working age, where an application is defective or incomplete and the applicant or the person acting for them has not supplied the information requested or properly completed an application form within one month (or such longer period as LBB considers reasonable) of being asked to do so then LBB will decide that the applicant no longer wishes to apply for a reduction.

Where following a change of circumstance the person receiving a reduction is asked to supply evidence or information in support of their claim and fails to do so within one month (or such longer period as LBB considers reasonable) then the CTS award will be amended based upon an adverse inference of the information held from the date the change of circumstances occurred. This could lead to any award being ended.

Where an application is made for Universal Credit, Income Support, Jobseekers Allowance (Income Based) or Income Related Employment and Support Allowance and the Department of Work and Pensions or the CTS applicant makes LBB aware of this fact within 4 weeks of them becoming entitled to one of the above benefits then the date of application will be treated as made on date they become entitled to one of the above benefits.

Applications for CTS can be made up to 13 weeks in advance prior to an event that would entitle them to CTS.

8.1 Backdating an award

For those of Pensionable age the rules for backdating a claim are set out in the default scheme and prescribed requirement regulations.

For those of working age a claim can be backdated for a maximum of 6 months if continuous good cause for failing to apply sooner can be shown. All applications must be in writing.

9 Effective date of a change of circumstance

For those of Pensionable age the effective date of a change of circumstance is as set out in the default scheme.

For those of working age the effective date of a change of circumstances is as set out Regulation 107 of the Default regulations. However, where an applicant is required to notify a change of circumstances and:

- (a) the change has been notified more than one month after the change occurred, or such longer time as LBB considers reasonable; and
- (b) it was reasonably practicable for the change to be notified within this period; and
- (c) the new decision on the reduction is advantageous to the applicant; then

the new decision on a reduction will take effect on the date of notification.

10 Appeals

If you disagree with our decision about your council tax reduction, in some cases you will be able to appeal to the Valuation Tribunal. The Tribunal is independent of LBB.

You can appeal to them regarding LBB's decision about:

- whether you are entitled to a council tax reduction
- how much of a reduction LBB have awarded you under the local scheme.

The Tribunal cannot hear appeals about what is LBB's scheme, only about the way the scheme has been applied in your case.

The stages to making an appeal are:

1. You must first contact LBB in writing explaining why you believe the decision to be wrong. LBB have 2 months to reply to your contact.
2. If LBB do not agree with your reasons for the decision being wrong you can then appeal to the Valuation Tribunal.
3. If you decide to appeal, you must contact the Valuation Tribunal within 2 months of LBB's decision and include a copy of the decision with your appeal form. You can either submit an electronic appeal form, download a form to complete offline, or contact the Valuation Tribunal to have them send you an appeal form.
4. If LBB have failed to respond to your contact at point 1 above within 4 months you can refer your matter to the Valuation Tribunal without LBB's decision.

Further details can be obtained from the Valuation Tribunal at the following link. You will be able to download the appeals form or complete the online form from this link also. Should you wish to contact the Valuation Tribunal their contact details can also be obtained from the link below.

11 Discretionary Reduction see Part 3 of Schedule 1 of the default scheme (Discretionary Council Tax Hardship payment)

An application to the authority for a reduction under section 13A(1)(c) of the 1992 Act must be made –

- (a) In writing.
- (b) By means of an electronic communication (see part 4 of Schedule 1).
- (c) Via LBB's website.

The applicant must state why the request is being made and supply such evidence and information as the Council may require in support of the request.

If for any reason the request is not in a form that LBB can accept then the applicant will be supplied with a suitable form.

Should an overpayment of CTS arise due to Local Authority or official error, whereby the local authority contributed to the retrospective reduction and deem it unreasonable to suggest the resident would have known they were receiving too much entitlement, residents can apply for a Discretionary Council Tax Hardship payment to offset the overpayment. Applications will be considered based on hardship and remain discretionary.

12 Time and manner of granting relief and recoveries / overpayments

Where the Council Tax payer is entitled to an increase or decrease in their reductions following a reported change of circumstance, LBB will issue a substitute demand notice taking into account the increase or decrease in liability.

LBB will:

- (a) Recover over-entitlement of council tax support – this will be treated as an underpayment of Council Tax and collected via Council Tax enforcement methods;
- (b) Take recovery action according to the circumstances of the applicant;
- (c) Credit the Council Tax account with any underpayment of CTS.

Effective from 1 April 2020

Appendix A Protected Groups

Protected group
Where claimant or partner receives a War Pension, or a War Widow(ers) pension, or a War Disablement Pension or a regular payment under the armed forces compensation scheme.

Appendix B Non-Dependant deductions

Description	Deduction
Gross income greater than or equal to £200.00 per week.	£11.00 per week
Gross income less than or equal to £199.99 per week.	£5.00 per week

City Hall
The Queen's Walk
More London
London SE1 2AA
Switchboard: 020 7983 4000
Minicom: 020 7983 4458
Web: www.london.gov.uk

Darren Smith
Finance Manager: Revenues and Benefits
London Borough of Barnet
2 Bristol Avenue
Colindale
NW9 4EW

Our ref: CTS
Your ref:
Date: 7 January 2020

Dear Darren

LONDON BOROUGH OF BARNET: COUNCIL TAX SUPPORT SCHEME 2020-21

Thank you for your email of 20 December informing the GLA about the Council's consultation on proposed changes to the council tax support (CTS) scheme for 2020-21. The draft scheme options consulted on are summarised in this letter. This letter sets out the GLA's response to the consultation.

Introduction

As in previous years, the GLA recognises that the determination of council tax support schemes under the provisions of the Local Government Finance Act 2012 is a local matter for each London borough. Individual schemes need to be developed which have regard to specific local circumstances, both in respect of the potential impact of any scheme on working age claimants (particularly vulnerable groups) and, more generally, the financial impact on the council and local council tax payers – and therefore the final policies adopted may, for legitimate reasons, differ across the capital's 33 billing authorities.

This fact notwithstanding the GLA also shares in the risks and potential shortfalls arising from the impact of council tax benefit localisation in proportion to its share of the council tax in each London billing authority. It is therefore important that we are engaged in the scheme development process and have an understanding of both the factors which have been taken into account by boroughs in framing their proposals, as well as the data and underlying assumptions used to determine any forecast shortfalls which will inform the final scheme design.

Framing Proposals

As part of the introduction of council tax support in 2013-14, the Government set out its expectation that, in developing their scheme proposals, billing authorities should ensure that:

- Pensioners see no change in their current level of awards whether they are existing or new claimants;
- They consider extending support or protection to other vulnerable groups; and

- Local schemes should support work incentives and, in particular, avoid disincentives to move into work.

The GLA concurs with those general broad principles and would encourage all billing authorities in London to have regard to them in framing their schemes.

Proposed Options for 2020-21 Scheme

The Council is proposing to make three minor changes to its existing CTS scheme for 2020-21 onwards, to reflect recent welfare changes as well as amendments to take account of overpayments and the start date for CTS entitlement. The proposed changes to the scheme are as follows:

- Disregarding any income or lump sum payments from the Government's Windrush Compensation Scheme.
- Introducing the option for residents to apply for a Discretionary Council Tax Hardship payment to offset over-payments of CTS, where it is assumed the resident could not have been reasonably expected to know they were being overpaid. Applications will be considered based on hardship and remain discretionary.
- Awarding CTS from the start date of council tax liability, if an application is made within the same week of the liability start date. This is in line with Housing Benefit regulations.

GLA Response to Proposals

The GLA recognises the need for councils' schemes to take account of changes to Housing Benefit Regulations, such as the exclusion of income and capital payments in relation to the Windrush Compensation Scheme. The GLA also notes the proposed change to the scheme to enable the Council to apply capital disregards in respect of future schemes, when capital payments are disregarded under Housing Benefit regulations. Similarly, the change to award CTS from the start date of council tax liability, if an application is made within the same week of the liability start date, aligns the scheme with Housing Benefit regulations.

The GLA supports the proposed change to enable claimants who have received a CTS payment in excess of their entitlement to offset their requirement to make a repayment to the council via

a Discretionary Council Tax Hardship payment. It is important that the Council make claimants aware of their ability to apply for support in this way if they have inadvertently received an overpayment.

I would like to thank you again for consulting the GLA on your proposed council tax support scheme changes for 2020-21.

Yours sincerely

Martin Mitchell
Finance Manager



Ministry of Housing,
Communities &
Local Government

Chris Megainey
Deputy Director, Local Taxation Division

***Ministry of Housing, Communities &
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www.gov.uk/mhclg

31 July 2019

Dear Chief Finance Director

Disregard of payments made under the Windrush Compensation Scheme when determining eligibility for Local Council Tax Support schemes.

On 3 April 2019, the Home Office launched the Windrush Compensation Scheme to compensate individuals who have suffered loss in connection with being unable to demonstrate their lawful status in the United Kingdom. The Home Office has now begun making payments to successful claimants. Prior to the official scheme becoming operational, the Home Office also provided 'urgent and exceptional' payments under a policy for claimants in immediate and urgent need.

I am writing to you to provide an update on the treatment of such payments in the means assessment for Local Council Tax Support ('LCTS') eligibility. As part of the annual amendments to the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2021 (SI 2012/2885) ahead of the financial year 2020-21, the Government intends to require authorities to disregard both 'urgent and exceptional' payments and those made under the formal Windrush Compensation Scheme when determining eligibility for pension-age LCTS. This is consistent with, for example, the approach the Government has taken for payments from the 'We Love Manchester Emergency Fund' and 'London Emergency Trust' following the incidents in 2017. It is also consistent with the treatment of these payments across the wider benefits system. We would encourage you, when reviewing your LCTS schemes for 2020-21 and future years, to consider including similar disregard provisions in your schemes for working-age residents.

For treatment of such payments during the remainder of this financial year (i.e. ahead of planned changes to the prescribed requirement regulations), we would encourage you to consider using the local discretionary powers that authorities have under section 13A(1)(c) of the Local Government Finance Act 1992 to grant residents council tax reductions (including a reduction of the amount payable to nil), on an individual basis or for a class of council taxpayers. These could be used to grant affected residents reductions equivalent to the level of reduction they would have received had their assessment for LCTS disregarded payments from the Windrush Compensation Scheme.

The Department for Work and Pensions are disregarding 'urgent and exceptional' payments and Windrush Compensation Scheme payments when determining eligibility for income-

related benefits. This is currently on an extra-statutory basis with the agreement of HM Treasury, with the intention to amend legislation to regularise the disregard in future.

Further information regarding the Windrush Compensation Scheme is available at:

<https://www.gov.uk/guidance/windrush-compensation-scheme>

The policy statement governing 'urgent and exceptional' payments is available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765092/Windrush_Scheme_-_Support_in_Urgent_and_Exceptional_Circumstances.pdf

If you require any further information regarding the contents of this letter, please contact the Local Taxation Division at council.tax@communities.gov.uk.

A handwritten signature in black ink, appearing to read 'CHRIS MEGAINEY'. The signature is fluid and cursive, with a large loop at the end.

CHRIS MEGAINEY

Deputy Director, Local Taxation Division

Council tax reduction



*Guidance for
practitioners*

August 2019

Council Tax Reduction

Executive Summary

We receive around 100 complaints and enquiries each year about the way councils manage council tax reduction (CTR). Since the law changed in April 2013 we have noticed some common issues around how councils deal with recharges of CTR and the clarity of the information provided to the public.

We have developed this guidance to share insight from our investigations to help councils improve the way they provide CTR, and understand our approach to complaints in this area.

We illustrate our points through some case studies, grouped into the following themes:

- > Inconsistent recovery of CTR reversals and housing benefit overpayments
- > Inaccessible or unclear CTR policies
- > Incorrect signposting and discretionary payments

While producing this guidance we also researched a sample of council websites to look at the type of information provided about CTR to the public, and we highlight a number of anonymous examples to illustrate our points.

Lastly we give some good practice examples for councils to adopt to ensure their policies and practices are clear, accessible and fair.

We are grateful to the Institute of Revenues, Rating and Valuation, and to the Valuation Tribunal for England for their helpful comments.

What happened before April 2013?

If someone was on a low income they could claim council tax benefit to reduce the amount of council tax they had to pay. If they were paying rent, they could also claim housing benefit to reduce the rent they had to pay. If someone was not paying rent, but was liable for council tax they could still make a council tax benefit claim.

Both council tax benefit and housing benefit were controlled by national regulations. Both benefits were calculated in a similar fashion, based on a claimant's savings, family composition and income. A change in someone's circumstances meant the benefits were recalculated; the amount awarded could go up or down, and any increase or reduction might be backdated. Backdated reductions were called 'overpayments'.

Most council tax benefit and housing benefit overpayments were recoverable unless the claimant could show the overpayment was caused by official error and they could not reasonably have known they were being overpaid. If a council decided, due to official error, an overpayment of either sort of benefit was not recoverable, the debt would be cancelled. If a council decided an overpayment was recoverable a claimant had appeal rights for both types of overpayment to an independent tribunal. They could also appeal to the same tribunal if they contested the amount of benefit they had been awarded.

John's story

In 2012 John was awarded £10 per week council tax benefit and £40 per week housing benefit. His council tax bill was reduced and he was paid the housing benefit directly by the council. His wages then increased by a very small amount and he told the council.

The council failed to deal with this information until three months had passed. It recalculated John's benefits and reduced them to £5 per week council tax benefit and £20 housing benefit. It sent John a bill for £65 more council tax, because he had been overpaid council tax benefit, and also a notification of a £260 housing benefit overpayment.

John objected. He said he had told the council about the change in his circumstances and he would not have known such a small change would have made such a big difference to his benefits. He says both the council tax and housing benefit overpayments were caused by official error and he should not pay them. If the council agreed it would have written off both the council tax benefit and the housing benefit overpayments. If the council did not agree John could have appealed both overpayments to the same independent tribunal.

What changed after April 2013?

In April 2013 the Government abolished council tax benefit and replaced it with council tax reduction. Legally council tax reduction (CTR), sometimes called council tax support, is a reduction in the amount of council tax payable and not a benefit.

Unlike the previous scheme, which was entirely controlled by national regulations, CTR is designed and managed locally. The Government has sent out prescribed regulations, but within those each council has created its own CTR scheme. As with the old council tax benefit scheme the amount of discount awarded is based on a claimant's savings, family composition and income. It is paid by reducing the council tax owed and issuing a new council tax bill.

The housing benefit scheme is essentially unchanged. Both housing benefit and CTR are calculated by the council using the same information about the claimant's circumstances.

If a claimant's circumstances change their CTR may be reduced. If this change is backdated, it will result in an increased council tax bill. The law and prescribed regulations do not recognise the concept of a 'council tax reduction overpayment' or 'official error' for CTR claims. Some councils and members of the public use the term 'CTR overpayment' and 'official error' when talking about these adjustments. But as technically such an adjustment is not an overpayment we will use the term 'CTR reversal' to avoid confusion with housing benefit overpayments.

People can still appeal a housing benefit decision - including that an overpayment is recoverable - to the Housing Benefit Tribunal (the official name is the Social Entitlement Chamber of the First Tier Tribunal). However, appeals about awards of CTR are made to a separate independent tribunal - the Valuation Tribunal for England.

The Valuation Tribunal and appeal rights for CTR reversals

The Valuation Tribunal is an independent appeal body which decides various appeals connected with council tax, business rates and CTR. If someone disagrees with the amount of CTR awarded by their council, they can appeal to the Valuation Tribunal. It will decide if the council has correctly calculated the CTR in line with its CTR scheme.

A claimant can appeal about a council tax reversal, and suggest it should not be recoverable because it was caused by the council's error. But, if the council's CTR scheme says nothing about CTR reversals, the Valuation Tribunal has no power to consider whether a CTR reversal is recoverable.

John's story

In 2019 John is still on a low income and claiming housing benefit and CTR. He is awarded £10 per week CTR and £40 per week housing benefit. His council tax bill is reduced and he is paid the housing benefit by the council. His wages increase by a very small amount and he tells the council.

The council again fails to deal with this information until three months has passed. It recalculates John's benefits and reduces them to £5 per week CTR and £20 housing benefit. It sends John a bill for £65 more council tax, because of backdated change in the CTR, and a notification of a £260 housing benefit overpayment.

As before, John objects, and for the same reason. The council disagrees with John. He appeals the housing benefit overpayment to Housing Benefit Tribunal. The Housing Benefit Tribunal agrees with John and the council writes off the Housing Benefit overpayment as irrecoverable.

He appeals the CTR reversal to the Valuation Tribunal. The council tells the Valuation Tribunal it had calculated the CTR reversal properly. The Valuation Tribunal agrees. As the council's CTR scheme does not say what happens if its errors cause a CTR reversal, the Valuation Tribunal cannot consider if the CTR reversal is recoverable or not. So John still owes the council £65 council tax.

Discretionary council tax relief

Councils can award discretionary council tax relief to reduce someone's council tax. This relief is separate from CTR. Each council should have its own scheme. Generally claimants must apply to the council which will consider their circumstances and whether to reduce the council tax payable or not. But there is nothing in law to stop a council from automatically awarding discretionary relief without an application.

Someone suffering financial hardship as a result of a CTR reversal could apply for such a discretionary reduction. Appeals against the refusal of a discretionary reduction are to the Valuation Tribunal.

Our role

If something can be appealed to a tribunal the law says we should not normally investigate. So, we generally do not investigate how much benefit someone should get or whether the council should have awarded discretionary relief. We can, however, consider issues such as delay in processing applications or a failure to have, or follow, a policy.

Common issues

Inconsistent recovery of CTR reversals and housing benefit overpayments

The most common issue we find is when a council accepts a housing benefit overpayment is not recoverable because it made an error, but still demands repayment of a CTR reversal resulting from the same mistake.

In our view, this is unfair. Sometimes this happens because a council says CTR 'overpayments' do not exist and so simply refuses to engage with the issue.

Inaccessible or unclear CTR policies

It can be hard to find clear explanations in council policies of what CTR reversals are, and how councils deal with them. Sometimes the documents are short, not written in plain English, and are silent on the issue of CTR reversals.

Sometimes CTR policies are not easily found on council websites so it can be difficult for people to find out what a CTR reversal is, and how and when it can be recovered. Because each scheme is local to that council, people cannot get advice from national sources.

Incorrect signposting and discretionary payments

Some councils have been inappropriately signposting people to the Valuation Tribunal if the person challenges the council's decision to recover a CTR reversal.

As mentioned above, if the council's CTR policy says nothing about CTR reversal, the Valuation Tribunal has no power to consider whether a CTR reversal is recoverable. The Tribunal can only decide if the council has correctly calculated the CTR in accordance with its CTR policy. In these cases, the Tribunal strikes out the appeal on the grounds it has no power to consider it. The Tribunal told us it strikes out more than 350 cases a year.

In some instances, the Valuation Tribunal has advised people to apply for discretionary council tax relief. If awarded, this can be used to pay the arrears generated by the CTR reversal.

If the council decides not to award discretionary relief, the person can then go back to the Tribunal and appeal against the discretionary decision. This is, however, a cumbersome process.

Case studies

Ali's story

Ali's housing benefit and council tax reduction claims were assessed by the council. It wrongly assumed he was paying childcare costs for a couple of years. This meant the council paid more housing benefit and CTR than Ali was entitled to.

When the council realised its error, it asked Ali to repay some £3,500 in housing benefit and so increased his council tax bill. Ali appealed and pointed out he had never provided evidence of paying for childcare and had specifically said he did not pay it.

The council accepted his points and wrote off the housing benefit overpayment. But, it insisted he must pay the council tax arrears that had arisen from the CTR reversal. It argued there was "*no such thing as a CTR overpayment*" and the only issue was whether the council tax had been correctly assessed. It signposted Ali to the Valuation Tribunal – which struck out the case because it had no power to consider it.

Following our investigation, the council agreed to acknowledge future CTR reversals arising from its errors and write off the debt if it considers it appropriate. It also agreed to amend its CTR scheme to make it clear which decisions can be taken to the Valuation Tribunal, and when someone can apply for help under the discretionary relief scheme.

Ali received an apology, £150 to reflect his time and trouble coming to us, and did not have to repay the CTR reversal.

Learning point

Ensure there is a section within the CTR policy that covers how the council will treat CTR reversals and ensure consistency between housing benefit overpayments and CTR reversals.

Mary's Story

The council asked Mary to repay a CTR reversal because, it said she had not provided accurate information about her finances. The council issued a new council tax bill.

Mary complained and said she had disclosed everything. The council told her to appeal to the Valuation Tribunal. The Tribunal struck out the appeal because it had no power to consider whether the CTR reversal arose from an error by Mary or the council. The Tribunal suggested Mary apply for discretionary relief. The council agreed to take an application for discretionary relief.

Learning point

Ensure council tax reduction policies are clear on dealing with CTR reversals. If the council signposts to the Valuation Tribunal, ensure the policy brings CTR reversals within the jurisdiction of the Tribunal.

Examples of council practices

For this guidance note we checked a random selection of council websites for information about CTR reversals and housing benefit overpayments.

Generally, we found the information to be focused on housing benefit overpayments; the information is often clear and accessible on this topic.

However, we found it difficult to find websites that gave clear advice about CTR reversals and how to appeal, even when the webpage is titled 'Housing benefit and CTR overpayments'.

Here are some examples we have seen of poor practice:

- > A council, on its website, makes it clear that people cannot appeal to the Valuation Tribunal against a decision to recover a CTR 'overpayment'. But there is no obvious information about how 'overpayments' are treated.
- > A council website says people cannot go to the Valuation Tribunal about a decision to recover a CTR reversal – but it does not tell people how to appeal. There are webpages about housing benefit overpayments which are more informative.
- > A council has a clearly accessible section on its website dealing with CTR reversal. But while it is clear people cannot go to the Valuation Tribunal about such a decision, it does not say what the alternative option is.
- > The CTR policy for a council says the council has “‘the scope of authority’ to recover over-entitlement of CTR”. But there is no clear information about how to appeal and the paragraph is not in plain English.
- > A council has clear information on housing benefit overpayments but lacks information regarding CTR reversals. There is nothing to explain what someone should do if they want to dispute a CTR reversal.
- > A council's CTR page has a link to an appeals page if they wish to dispute a CTR decision – but the appeal page then says nothing about CTR appeals. It only talks about appealing against council tax decisions as opposed to CTR decisions.

Here are some examples we have seen of good practice:

- > A council makes it clear that it will recover CTR reversals that are caused by claimant error. It also explains that it will not seek recovery if the adjustment was caused by a council error and the claimant could not have known they were getting too much benefit. The council says it might decide it would be unreasonable to ask for repayment.
- > A council gives clear information about how to appeal to the Valuation Tribunal. It says the person must appeal directly to the Valuation Tribunal (it provides the phone number and a link to the website) and explains that the council always requests an oral hearing and sends an officer to present the council's case.
- > Another council explains that if someone has asked the council to reconsider a CTR decision, and has not had a reply after two months, they can appeal to the Valuation Tribunal.

Good Practice

Councils should:

- > **Have a clear and accessible section on their websites explaining how they deal with CTR and CTR reversals.** Because CTR is a local scheme, the information needs to be clear and in plain English.
- > **Have a policy which correctly explains how they will deal with CTR reversals and challenges to decisions to recover them.** Councils could, for example, have a policy which mirrors the housing benefit rules on recoverability and automatically award discretionary relief if they consider a CTR reversal was their fault. Or, if they signpost to the Valuation Tribunal, they need to ensure their policies bring CTR reversals within the jurisdiction of the Tribunal. **Alternatively, have a clear policy explaining people can apply for discretionary council tax relief and their subsequent appeal rights to the Valuation Tribunal.**
- > **Follow the CTR policy.** We have seen a case where a council had a good policy but failed to follow it.
- > **Have clear policies for claiming discretionary relief.** Make sure officers are aware of the policy and make it visible on the website. Highlight the policy to people who may need to make an application.
- > **Provide clear appeal bundles for the tribunal.** If possible send a representative to the hearing.
- > **Consider putting recovery action on hold if the council tax arrears are caused by a CTR reversal and the person is challenging the recoverability of the reversal.** People claiming CTR are likely to be on a relatively low income. Avoiding the use of bailiffs, at least in the short-term, will avoid fees and further pressure on the family's budget. This is important as the reversal may have been caused by circumstances rather than by any wrongdoing or inaction by the tax payer.
- > **Make sure CTR decision letters are understandable.** Use plain English, explain what happened and why money is being requested. Clearly explain the appeal rights and deadlines.
- > **Ensure consistency and common-sense when dealing with a housing benefit overpayment and a CTR reversal which have been caused by the same circumstances.** If the CTR reversal is to be treated differently to the housing benefit overpayment then the reasons should be clearly explained and appeal rights offered.
- > **If the CTR reversal policy is very different to the housing benefit overpayment rules then the reasons should be explained.**

Resources for councils

We have a suite of resources available to help support good complaint handling:

- > [Our decisions](#) - a searchable resource of all our published decisions
- > [E-Newsletters](#) - subscribe to see the latest news from the Ombudsman, alerts for new public interest reports and notifications of all new Benefit and Taxation cases published on our website
- > [Complaint handling training](#) - we offer courses delivered by our staff to improve how councils handle complaints
- > [Your Council's Performance](#) - see your council's data on ombudsman complaints via our interactive map

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Policy and Resources Committee

19 February 2020

Title	Pension Fund Administration
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Full business case Appendix B – Indicative transition plan
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Summary

At the Policy and Resource Committee on the 17/06/19, members requested that the Director of Finance puts appropriate measures in place to enable alternative service provision arrangements to be made for the pensions administration service. This report makes recommendations to the committee in respect of this matter.

Officers Recommendations

That the Committee:

1. Notes the conclusion of the council's engagement with Capita in respect of the future delivery of the pension fund administration function as set out in para 1.3;
2. Agrees the cessation of the pension fund administration function from the ongoing wider Customer and Support Group (CSG) contract, subject to the outcome of the necessary financial due diligence, on the commercial principles as set on in para 1.4;
3. Authorises the Director of Commercial and Customer Services to take necessary action to conclude negotiations and effect the transfer of this service from Capita;
4. Notes the transition plan that will exist up to March 2021;
5. Agrees the appointment of Bradford City Council (as administrating authority of the West Yorkshire Pension Fund (WYPF)) as the pension fund administration provider;
6. Recommends to Council to, under S101 agreement, delegate the pensions administration function to WYPF
7. Authorises the Director of Finance to take necessary action to conclude discussions and effect the transfer to WYPF of this service.

1. WHY THIS REPORT IS NEEDED

Background

1.1. On 17 June 2019 the Policy and Resources Committee resolved as follows:

That the Committee

- Agrees that the Director of Finance should continue to work with Capita to achieve the necessary improvements to the Pensions Administration service.
- Instructs the Director of Finance to put appropriate measures in place to enable alternative service provision arrangements to be made for Pensions Administration, should the need arise, with a view to bringing a further report to Policy and Resources Committee in due course.

1.2. In accordance with the decisions of P&R committee on 17 June 2019 the council started putting contingency plans in place. As part of these contingency plans the council, whilst recognising the considerable effort and resources Capita expended in implementing the jointly agreed remediation plan, engaged with Capita to discuss the best long-term solution for the pensions administration service.

- 1.3. These discussions proceeded in a constructive manner and recognised that while Capita continues to implement the jointly agreed remediation plan, it is not yet complete and it has therefore been concluded that the best long-term solution for the service is to move the service to a local government pension scheme specialist provider supported by a managed transition plan through 2020.
- 1.4. After considering the various routes to securing a new provider (in-house provision, open procurement, procurement via the National LGPS Framework for Third Party Pensions Administrator or entering into a Section 101 arrangement with another public sector LGPS pensions administrator – Appendix A refers), the Section 101 route was considered to be the most efficient (and is the most widely used route used by other public sector pension administrators seeking to secure alternative service provision, particularly in the Local Government, Police and Fire-fighters Pension Schemes).
- 1.5. Three organisations were identified as providing pensions administration services to a high standard (each have been recognised for their services at various times in industry awards), and their track records in taking in, and retaining, local authority business speaks to a high level of customer satisfaction. These were then whittled down to preferred provider status through a scoring process further detailed in the FBC.

2. REASONS FOR RECOMMENDATIONS

- 2.1. Site visits were undertaken to each of the above potential providers to assess both their capacity and capability of providing a pensions administration service to the Barnet Pension Fund.
- 2.2. Initial evaluation suggested that two of the organisations were better placed to meet the council's needs.
- 2.3. These remaining two candidates, following the site visits and upon receipt of clarification information, were subject to formal assessment by officers, across five broad headings. This qualitative assessment constituted 80% of the available marks – cost represented the remaining 20%.
- 2.4. The results indicate a clear, most cost effective and best quality option for the Barnet Fund Pension which is in entering into a Section 101 agreement with Bradford City Council (as administering authority for the West Yorkshire Pension Fund) to undertake the pensions administration function of the Barnet Pension Fund going forward, subject to a/ the Policy and Resources Committee of the London Borough of Barnet Council resolving to both cease that aspect of the contract with Capita that relates to the provision of pensions administration services and adopting the recommendation of this paper which is to appoint the West Yorkshire Pension Fund as pensions administrator to the Barnet Pension Fund and b/ Barnet Council resolving to enter into a Section 101 agreement with Bradford City Council (as administering authority for the West Yorkshire Pension Fund) to undertake the same.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1. The council has explored a range of options which are outlined in the full business case. The options considered and not progressed were:
- Bring the service in-house and manage directly
 - Procure a new third-party administrator through the Local Government Pensions Service (LGPS) framework
 - Procure a new third-party administrator through an open tender
- 3.2. None of the options above are currently recommended as it is not considered to provide the best value for pension members.

4. POST DECISION IMPLEMENTATION

- 4.1. If the committee agrees the recommendations then work will continue on concluding the necessary commercial negotiations and financial due diligence with Capita. Work will also continue to agree the S101 agreement with WYPF.
- 4.2. Council will be asked to delegate the function under S101 to WYPF.
- 4.3. A jointly agreed transition plan will be agreed and owned by the council.

5. IMPLICATIONS OF DECISION

5.1. Corporate Priorities and Performance

- 5.1.1. The aims of this contingency planning exercise were to ensure high quality, good value services as envisaged in the council's corporate plan.

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

- 5.2.1. The cost of the pension fund administrator (including transition between providers) is recharged to the Pension Fund and will continue to be recharged and therefore does not have a direct impact on the council's General Fund.
- 5.2.2. The cost of transition between providers is expected to be £150,000 and the annual contract value with the new provider is £459,000. This compares to an average cost of the current provider in the region of £479,000 per year.
- 5.2.3. In respect of the termination agreement with the existing provider, each party will pick up their own costs.

5.3. Legal and Constitutional References

- 5.3.1. The Council Constitution Article 7 (Committees, Forums and Working Groups) outlines the terms of reference of the Policy and Resources Committee Financial Performance & Contracts Committee, which includes responsibility for the oversight and scrutiny of the overall financial performance of the council.

- 5.3.2. The regulations governing the Local Government Pension Scheme (LGPS) and Teachers Pension Scheme (TPS) are made under sections 7, 12 and 24 of the Superannuation Act 1972. In accordance with Regulation 2 and Schedule 1 paragraph H of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) (“the Functions Regulations”), these pension functions are non-executive functions.
- 5.3.3. Section 101 1(b) of the Local Government Act 1972 (“the 1972 Act”) enables LBB to arrange for the discharge of any of its non-executive functions by any other local authority.
- 5.3.4. Further, section 111 of the 1972 Act gives LBB the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions; section 112 of the 1972 Act gives LBB the power to appoint such officers as they think necessary for the proper discharge of their functions; and section 113 of the 1972 Act gives LBB the power to enter into agreements with another authority for the placing at their disposal the services of officers employed by them.
- 5.3.5. To the extent that any matters associated with the above functions may be outside of the Functions Regulations and are therefore executive functions, sections 9EA of the Local Government Act 2000 and its supporting provisions permit the discharge of any executive function of and by another local authority.
- 5.3.6. These powers are frequently used for the delegation of functions from one council to another. Underpinning the arrangement should be a delegation agreement clearly setting out the functions to be delegated and any functions reserved by LBB. Much like a services agreement it should set out the expectations of the parties; the funding arrangements; the duration of the agreement and exit/termination provisions; warranties and indemnities and performance management arrangements.

5.4. **Risk Management**

- 5.4.1. The move of the service will need to be governed by an agreed transitions plan that is owned by the council and signed up to by Capita and WYPF to ensure a smooth handover.
- 5.4.2. A draft transition plan is included in Appendix B.

5.5. **Social Value**

- 5.5.1. There are no specific implications.

5.6. **Corporate Parenting**

- 5.6.1. There are no specific implications.

5.7. Equalities and Diversity

5.7.1. Pursuant to the Equality Act 2010, the Council is under an obligation to have due regard to 1) eliminating unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; 2) advancing equality of opportunity between persons who share a relevant 'protected characteristic' and those who do not share it; and 3) fostering good relations between persons who share a relevant 'protected characteristic' and persons who do not share it. The 'protected characteristics' are: age, disability, gender reassignment, pregnancy, and maternity, race, religion or belief, sex and sexual orientation. The Council also has regard to the additional protected characteristic of marriage and civil partnership even though this does not apply to parts 2) and 3) (above) of the public-sector equality duty.

5.7.2. There are no specific equalities implications from this report, which is for noting.

5.8. Consultation and Engagement

5.8.1 Not applicable

5.9. Insight

5.9.1 Not applicable

6. BACKGROUND PAPERS

6.1 Pension Fund Committee Report on The Pension Regulator Improvement Notice, 9 September 2019:

<https://barnet.moderngov.co.uk/mgAi.aspx?ID=29161#mgDocuments>

6.2 Policy and Resources Committee Report on Review of Capita Contracts, 17 June 2019

<https://barnet.moderngov.co.uk/documents/s52969/Review%20of%20Capita%20Contracts.pdf>

6.3 Financial Performance and Contracts Committee Report on Year 6 and 7 Capita contracts review – Terms of Reference, 29 January 2020:

<https://barnet.moderngov.co.uk/documents/s57531/Year%206%20and%20Y7%20review%20ToR.pdf>

Full Business Case: Pensions Administration

Author:	<i>Robert Champion</i>
Date:	<i>07/02/2020</i>
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1. Introduction

The council and Capita have recognised that significant change is needed to deliver the pensions administration service at the quality that is required by members of the Barnet Pensions Fund.

The responsibility for the administration of the Local Government Pension Scheme (LGPS) for the Barnet Pension Fund is with Barnet Council. The administration of the Pension services has been outsourced to Capita Employee Benefits (Capita) since 2013 as part of a 10-year partnership (management of the pension fund investments was retained in-house, under the direction of the Section 151 officer). The council is now in the seventh year of the contract.

Since outsourcing pension administration has become even more complex due to the detailed data and regulatory requirements for its provision which has driven by events such as the introduction of the replacement CARE scheme, 50/50 provisions in the scheme, auto-enrolment requirements, and supervision by The Pensions Regulator.

Following the recognised failings of administration and data quality, both the council and Capita significantly increased resources to improve the position. Over the last 12 months, very significant improvements have been made to the data quality and resolving the back log of member cases. During the very detailed review of the data, a number of additional issues emerged, which have been, or are in the process of being, resolved. Looking to the future, Capita and the council engaged in discussions as to the best way of providing the service going forward. The council have now concluded that reflecting all of the changes above in the expectations for the pensions service, that it was probably sensible to move the service to a specialist LGPS provider.

This document sets out the strategic context, detailed options, and provides the analysis for a decision to be made.

2. Reasons

This project is necessary to identify alternative options for the future of the council's pension administration service.

LBB have a duty to consider the best way forward, to mitigate the risks to our members and protect their financial wellbeing, but also the council itself in terms of its reputation, finance and statutory compliance.

This project is deemed necessary at this stage due to the two main factors

1. the conclusion by the council that the best provision of the service would probably involve the transfer to a specialist LGPS provider
2. the request by Policy and Resources Committee, 17/06/2019, to put contingency plans in place

This project will therefore look at future pension options assessing value of money, considering quality of services, meeting contractual requirements and costs (one-off and ongoing).

3. Aims & Objectives

The project aim is to assess various options for delivery of the service. A number of options are examined below, with a preferred option put forward for consideration.

The desired outcomes are:

- a service that meets all regulatory requirements
- a quality service for members and employers of the Barnet Pension Fund. It must achieve consistent quality of performance, improvement, and maintenance, of data quality, and ensure ease of implementation (and transition)
- provides value for money

4. Options

Option	Advantage	Disadvantage	Risks
Option 1: Bring in house and manage directly	<ul style="list-style-type: none"> • Direct control resulting in total oversight of performance • Direct relationships with members resulting in ease of dealing with, and responding to enquiries • This option would probably seem desirable by some engaged residents and the unions • Remove duplication of contract and oversight management as 1 role managing and delivering the service 	<ul style="list-style-type: none"> • Software and implementation costs • Expense of hiring and training locally in a very competitive and limited marketplace • The need for highly qualified resources because of the extremely complex and increasing regulatory oversight required of pensions schemes • Inherent time delay in building a team from scratch • Timescale too long to achieve short term deliverables • Unable to achieve economies of scale presented in other options • Short to medium term impact while implementing 	<ul style="list-style-type: none"> • Management transformation focus on finance might reduce should LBB bring pensions in house • Risks of time scale to implement, software implementation risks, and a very competitive market for staff • Reputational damage • Data transition going wrong
Option 2: Procure a new 3 rd Party administrator from the LGPS framework	<ul style="list-style-type: none"> • Potential scope of increasing value for money through service quality/delivery depending on the current market • Service can be rescoped for current complex requirements for delivery of service 	<ul style="list-style-type: none"> • The LGPS Framework is not fully representative of the available options. There are only 3 other providers in Lot1 • Use of the Framework would incur procurement costs • Other LA's have experienced similar performance based issues with framework providers • Reliant on reporting from 3rd party 	<ul style="list-style-type: none"> • Data transition going wrong • Unknown outcome, potentially leading to extended transition period/cost • Reputational and public confidence should the procurement select a provider which then results in similar performance issues

		<ul style="list-style-type: none"> • Less direct contact with LBB pensions members • Less control, influence and responsiveness and flexibility compare with option 4 • Short term impact while implementing 	
Option 3: Open Tender	<ul style="list-style-type: none"> • Competitive tender resulting in value for money for service (both financial cost and delivery) • Easy to demonstrate value for money due to the competitive process • Service can be rescoped for current complex requirements for delivery of service 	<ul style="list-style-type: none"> • Potential longer timeframes for completion due to full procurement • Less control, influence and responsiveness and flexibility compared with option 2 and 4 • Short term impact while implementing • Use of the Framework would incur procurement costs 	<ul style="list-style-type: none"> • No/little response from potential contractors especially due to current regulatory scrutiny • Data transition going wrong • Unknown outcome, potentially leading to extended transition period/cost • Reputational and public confidence should the same issues occur
<p>Preferred Option:</p> <p>Option 4: Delegation of Service to another Local Authority</p>	<ul style="list-style-type: none"> • Non-profit organisation, who have the same culture and values as LBB, leading to potential better quality of relationships and outcomes • Experience in managing LGPS and bringing other LA's onboard • Experience of dealing with former Capita clients and providing smooth transition • Supply services to wide range of similar organisations so there is an 	<ul style="list-style-type: none"> • Reliant of reporting from 3rd party • Less direct contact with LLB pensions members • Potentially more expensive in the short terms than the status quo • Short term impact while implementing 	<ul style="list-style-type: none"> • Data transition going wrong • Reputational and public confidence should similar issues that the scheme is facing still occur with delegation of service

	<p>understanding of expectations and how to work with local govt</p> <ul style="list-style-type: none"> • Expertise to draw upon (specialist staff) • Opportunity to have direct say in the governance structure (dependent on provider) • Potentially lower implementation costs than other options • Other boroughs that use this option have given positive reviews of the providers • Potentially lower costs due to economies of scale, such as IT costs • Satisfactory outcome for some engaged residents and the unions • Service can be rescopeed for current complex requirements for delivery of service 		
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With the preferred option being a delegated service to another Local Authority, the council have identified 3 potential partners to provide its pensions administration service. The council visited each of the potential providers to assess capability and their appetite to become a partner.

Initial evaluation provided information to the council that two of these organisations were better placed to meet the council's needs. These two providers were then subject to formal qualitative assessment by officers; 20% allocated to costs and 80% allocated across five broad headings/questions for quality:

1. Resources
2. Systems and processes
3. Culture and values
4. Service & performance
5. Organisational structure

The scores awarded are as follows:

	Unsuccessful Candidate Score	WYPF Score
Quality Scoring (up to 80%)	58.40	70.40

The scores above indicate that WYPF is the preferred option for a delegated service, fulfilling one of the main council requirements for a service; a quality service for pension fund members.

5. Expected Benefits

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured	Baseline value (£, % etc) and date
Non-Financial	A reliable and trusted pensions service for all fund members	All scheme members	Reduction in customer Complaints	CY 2 of new contract	BPF	Average complaints for the last three years compared to post implementation complaints	Average number of complaints over the last 3 calendar years is 44
Non-Financial	Accurate annual benefit statements issued on time for all fund members	All scheme members	Reduction in queries	CY 2 of new contract	BPF	Against revised annual benefit statements sent out in 2018/19	808

Non-Financial	TPR are sufficiently satisfied with LBB progress	All scheme members LBB	Increased reputation for administration	CY02 of new contract	BPF	Against formal letters issued from/to TPR	Against current oversight
Non-Financial	Greater assurance and governance of service	Scheme Manager	Increased satisfaction by scheme manager and members	CY 2 of new contract	BPF	Reduction of complaints by scheme members and scheme manager Reduced escalation of risks and issues No intervention by TPR	Reduced oversight by TPR Reduction of risks/issues escalated to LBB leading to no warning notices issued.
Non-Financial	Reduction in aged casework	Scheme members	Reduction in the number of age case work/cases not meeting SLA deadline	CY2 of new contract	BPF	Average aged casework numbers post implementation vs CY2	
Financial	Reduction in required oversight at CEO and CFO level No fines from TPR	LBB	No financial penalties. Reduction in CEO/CFO recharges to Barnet Pension Fund	CY 2 of new contract	BPF	No fines Lower costs	Against current fines per FY Against annual recharges from LBB
Financial	Annual costs could be reduced given the nature of the	LBB	Financial	CY 2 of new contract	BPF	Against costs of current arrangement	Average against annual costs for Capita are £478,684. Annual costs for WYFP are £459000. <u>A</u>

	shared costs						saving of <u>£19,684</u>
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6. Summary of Key Risks

Risk ID	Short Risk Title	Long Description
RK001	Data	Damage and/or loss of data during transfer onto new system
RK002	Reputational	Reputational damage because of RK001
RK005	Project Delay	With 3 parties working together, risk of delay
RK006	Information Delay	Committee(s) request further information during meeting

7. Costs/Investment Appraisal

Costs of the project are paid for from the assets of the pension fund.

The following are high-level costs:

Option	Commentary	Annual cost (contract, shared service or in house)	Implementation cost	First year costs
1	Comparison based on mean analysis of outer London Boroughs	£1,323,000	£250,000	£1,573,000
2	Cost based on £20 per member per annum	£540,000	£150,000	£690,000
3	Cost based on £20 per member per annum	£540,000	£150,000	£690,000
4	Costs based on information from WYPF	£459,000	£150,000	£609,000

The information above indicates that option 4, a delegated service, is the preferred option. These providers were subject to formal qualitative assessment by officers, of which 20% of the total score was allocated to costs.

	Unsuccessful Candidate Score	WYPF Score
Cost Scoring	0.18%	19.82%

The scores above indicate that WYPF is the preferred option for a delegated service, fulfilling another of the council's requirements for a service; value for money. Further to these ongoing costs, implementation costs are estimated to be £150,000 for WYPF, and £327,000 for the unsuccessful candidate.

8. Timescale

Considering the complexity of a pensions administration service, the current plan is for a yearlong transition. Should approval of the recommended option be provided at Policy & Resources Committee on 19/02/2020, the Director of Finance will take the necessary actions to conclude delegation of the pension administration function to WYPF by the end of March 2021, as per the transition plan.

9. Project Assurance

The project will be managed according to the LBB project management toolkit.

Approval for this project will be provided by the Policy and Resources Committee, to appoint Bradford City Council (the administration authority of the WYPF) as the pension fund administration service provider, authorising the Director of Finance to take the necessary action.

The Committee will also authorise the Director of Commercial and Customer Services to negotiate the transfer of the service from Capita to WYPF.

A project board will be set up to track the progress of the project, with the Finance Director as chair. As per the delegation of authority, the chair will have the final decision, taking into account the views and information provided by other project board members.

Deliverable / Product	Quality Criteria	Author	Reviewers	Acceptor
A delegated service for a 3 rd party pensions administrator	The service incorporates all required outcomes and meetings regulations.	tbc	Anisa Darr Nigel Keogh George Bruce Mark Fox	P&R Committee Pension Fund Committee

10. Dependencies

- Approval at Policy and Resource Committee
- Approval at Full Council
- Approval of delegation to Director of Finance
- Capita's cooperation in the transfer of the pensions administration service
- Full engagement from WYPF

- Commercial agreement between LBB and Capita to extract the Pensions Service from the CSG contract
- Stable regulatory environment
- Commercial agreement between LBB and WYPF to deliver the new pensions

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Policy and Resources Committee

19 February 2020

Title	Quarter 3 (Q3) 2019/20 Strategic Performance Report
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Children's Services Analysis Tool (ChAT) Appendix B: Q3 2019/20 Corporate Risk Register Appendix C: Q3 2019/20 P&R Committee Delivery Plan Performance Report
Officer Contact Details	Alaine Clarke, Head of Programmes, Performance and Risk alaine.clarke@barnet.gov.uk Ben Jay, Assistant Director of Finance ben.jay@barnet.gov.uk

Summary

This report provides a strategic overview of performance for Quarter 3 (Q3) 2019/20 in relation to the corporate priorities in the Corporate Plan (Barnet 2024).

Officer Recommendations

1. The Committee is asked to scrutinise the Actions, KPIs and Risks related to the Corporate Plan (Barnet 2024), including the escalated high (15 to 25) level risks in the Corporate Risk Register at Appendix B.
2. The Committee is asked to note the revenue and capital forecasts for 2019/20.
3. The Committee is asked to note the progress on savings for 2019/20.

1. INTRODUCTION

- 1.1 This report provides a strategic overview of performance for Q3 focusing on the budget forecasts and activities to deliver the **corporate priorities** in the **Corporate Plan** (Barnet 2024).
- 1.2 In addition to this report, a thematic overview of performance for Q3 focusing on the budget forecasts and activities to deliver the **committee priorities** in the **Annual Delivery Plans** is provided to the Theme Committees. These reports can be found on the Committee webpages at: <https://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1>
- 1.3 More detailed budgetary information can be found in the Chief Finance Officer (CFO) Report to Financial Performance and Contracts Committee.

2. CORPORATE PRIORITIES

- 2.1 This report is structured by Theme Committee and **corporate priorities**. The **corporate priorities** are focused on achieving one of the three Corporate Plan (Barnet 2024) outcomes:
- A pleasant, well maintained borough that we protect and invest in (PLACE)
 - Our residents live happy, healthy, independent lives with the most vulnerable protected (PEOPLE)
 - Safe and strong communities where people get along well (COMMUNITY)
- 2.2 Each section provides:
- A summary of progress on Actions¹ to deliver the priority
 - Performance of Key Performance Indicators (KPIs)²
 - Risks to delivering the Actions and priority
 - High (15 to 25) level risks from the Corporate Risk Register³
 - Any escalations from Theme Committees where KPIs have not met target and/or high (15 to 25) level risks for a committee priority.
- 2.3 The Q3 status for each of the **corporate priorities** is shown in table 1. This reflects the *overall performance on Actions, KPIs and Risks*⁴ for each priority. There are three corporate priorities that fall under the remit of a Theme Committee and the Health and Wellbeing Board. These are shaded in blue in the table.

¹ A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = **GREEN** (where no Actions RAG rated RED); Satisfactory progress = **AMBER** (where no more than one Action RAG rated RED) or Limited progress = **RED** (where two or more Actions RAG rated RED).

² KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = **GREEN (G)**; Up to 9.9% off target = **AMBER (A)**; 10% or more off target = **RED (R)**. The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (**↑ I**), Worsening (**↓ W**) or Same (**→ S**). The percentage variation is calculated as follows: Q3 19/20 result minus Q3 18/19 result equals difference; then difference divided by Q3 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q3 19/20 Corporate Risk Register provides a snapshot in time (as at end December 2019). The risk ratings are: Low = 1 to 3 (**GREEN**); Medium/Low = 4 to 6 (**YELLOW**); Medium/High = 8 to 12 (**AMBER**); and High = 15 to 25 (**RED**).

⁴ The Q3 Status reflects the *overall performance* on Actions, KPIs and Risks as follows: Complete or Good progress = **GREEN** (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = **AMBER** (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = **RED** (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

Table 1: Corporate priorities and outcomes by Theme Committee

Corporate Priority	Outcome	Q3 Status	Q3 Highlights
Housing and Growth (H&G) Committee (Section 3). Showing good/satisfactory progress/performance across all corporate priorities.			
Responsible delivery of major regeneration schemes	PLACE	Good	<ul style="list-style-type: none"> - The contract for Brent Cross West station was awarded to Volker Fitzpatrick and design work started in January 2020. - The Growth Strategy and Delivery Plan were approved in January 2020.
Investing in community facilities	PLACE	Good	<ul style="list-style-type: none"> - The Infrastructure Delivery Plan has progressed, including plans for community facilities as part of Brent Cross South, Grahame Park/Colindale and West Hendon regeneration schemes.
Helping people into work and better paid employment	PEOPLE	Good	<ul style="list-style-type: none"> - Employment schemes are in place on the regeneration estates (Dollis Valley, West Hendon and Grahame Park) and new initiatives continue to be developed with partners.
Supporting local businesses to thrive	COMMUNITY	Good	<ul style="list-style-type: none"> - Local businesses have been supported through the construction contracts that form part of the regeneration schemes, with increased inclusion of Local Supply Chain obligations in Planning Agreements for Grahame Park, Silkstream (Sainsbury's), Finchley Gate and TfL sites. - There has been ongoing support to Chipping Barnet, Edgware and Cricklewood Town Teams; and work has started on the Chipping Barnet Community Plan.
Ensuring decent quality housing	PLACE	Satisfactory	<ul style="list-style-type: none"> - The draft Local Plan and new Local Development Scheme were approved at P&R Committee in January 2020.
Environment Committee (Section 4). Showing mixed progress/performance across all corporate priorities.			
Getting Barnet clean	PLACE	Limited	<ul style="list-style-type: none"> - The 'unobstructed cleansing' trial was completed. The results will inform an optimised street cleansing operation.
Keeping the borough moving	PLACE	Satisfactory	<ul style="list-style-type: none"> - The Network Recovery Plan (NRP) for 2019/20 has progressed with 93% of carriageway and footway works completed by end December 2019. - Asset condition surveys have been completed and will inform the proposals for NRP Year 6. - The draft Transport Strategy was approved in January 2020 and public consultation will take place in the spring 2020.

Corporate Priority	Outcome	Q3 Status	Q3 Highlights
Getting the best out of parks and improving air quality	PLACE	Good	<ul style="list-style-type: none"> - The Sports Hub masterplans for West Hendon and Barnet playing fields have progressed and will be reported to Environment Committee for decision and adoption. - Poor weather affected progress on Montrose and Silkstream parks, which will now open in Q4. - A series of smaller parks improvement projects are underway.
Adults and Safeguarding (A&S) Committee (Section 5). Showing mixed progress/performance for all corporate priorities.			
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Limited	<ul style="list-style-type: none"> - There has been ongoing joint work with the CCG on the seven Primary Care Networks. - The Barnet Integrated Learning Disability Service has continued to provide multi-disciplinary care and support for people with learning disabilities. - Delays at the NHS have affected performance on joint NHS/ASC delayed transfers of care from hospital.
Supporting older and vulnerable residents and those with disabilities to remain independent	PEOPLE	Good	<ul style="list-style-type: none"> - All flats at Ansell Court, the first of the council's three new dementia-friendly extra-care developments, have been allocated and 45 residents have moved in. - 408 people were supported by the Reablement Service in Q3, with 55 people requiring ongoing care services. - Over 80 events, hosted with 60 organisations, were held as part of Barnet Silver Week in October 2019, showcasing the skills and talents of the older population.
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good	<ul style="list-style-type: none"> - There have been 173,066 attendances at Barnet Copthall Leisure Centre and 80,189 attendances at New Barnet Leisure Centre since they opened in the autumn 2019. - FAB Card registrations have increased to 24,630. GLL have continued to invest in Barnet's existing leisure facilities and other programmes to support public health outcomes. - The council has continued to co-ordinate and deliver the Disability Sports Network.

Corporate Priority	Outcome	Q3 Status	Q3 Highlights
Children, Education and Safeguarding (CES) Committee (Section 6). Showing good progress/performance across all corporate priorities.			
Improving services for children and young people	PEOPLE	Good	<ul style="list-style-type: none"> - Meadow Close Children's Home was inspected by Ofsted in November 2019 and graded as 'Good'. - Adopt London North went live in October 2019. - Woodside Avenue Children's home has received planning permission. - A new Child Poverty Strategy and Autism Strategy are being developed. - 12 students on the Assessed and Supported Year of Employment are moving into social work posts in the coming months. - Youth Endowment Funding has been granted to a joint research project run by Cambridge Education and Achieving for Children in Richmond, in partnership with St Mary's University.
Ensuring good schools and enough school places	PEOPLE	Good	<ul style="list-style-type: none"> - KS2 results have placed Barnet seventh in the country for pupils reaching the expected standard in Reading, Writing and Mathematics combined; and ninth in the country for disadvantaged pupils. - KS4 results have placed Barnet first in the country for Progress 8 and second in the country for Attainment 8.
Ensuring we are a family friendly borough	COMMUNITY	Good	<ul style="list-style-type: none"> - 150 children, families and young people participated in three workshops (held in partnership with Real Play Coalition) on how to make Barnet more play friendly. - The Youth Assembly was re-launched and a successful first meeting held at Hendon Town Hall. - A Professional and Young People's Forum was held in October 2019, focusing on knife crime. - Face-to-face interviews were held with 500 young people, as part of the Young People's Perception Survey. The results will be available in February 2020.
Health and Wellbeing Board (HWBB) (Section 7). Showing good progress/performance across all corporate priorities.			
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Good	<ul style="list-style-type: none"> - The Local Commissioned Service is incentivising GPs to reference people with pre-diabetes to the NHS Diabetes Prevention Programme. - The second Dementia Action Alliance meeting was held in December 2019. Key themes and a joint action plan were agreed. - Eight Social Prescribing Link Workers have been recruited; and a digital platform called "Elemental" has been commissioned for capturing social prescribing information and measuring outcomes.

Corporate Priority	Outcome	Q3 Status	Q3 Highlights
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good	<ul style="list-style-type: none"> - A suicide prevention event was held as part of World Mental Health Day. - A Sugar Smart campaign has commenced. - Breastfeeding rates have increased among those who attended a 6-8 weeks health visitor review. - 30% of primary schools have implemented the inclusion of an additional 20 minutes of daily extra-curricular regular physical activity with the Resilient Schools programme.
Improving services for children and young people	PEOPLE	Good	<ul style="list-style-type: none"> - 57 schools have signed up to the Resilient Schools programme for this academic year. - The Trailblazer programme launched in January 2020. - Barnet CCG has funded additional capacity for Royal Free London Hospital and BEHMHT to address the waiting list for Autism Spectrum Disorder assessments for under 7-year olds.
Community Leadership and Libraries (CLL) Committee (Section 8). Showing good/satisfactory progress/performance across all corporate priorities.			
Keeping Barnet safe	COMMUNITY	Good	<ul style="list-style-type: none"> - Victims remain at the heart of Barnet's approach in responding to ASB. Temporary CCTV cameras have been deployed to ASB hotspots to deter offending and support enforcement. - The Community Safety MARAC co-ordinated a multi-agency response to 20 plus cases of repeat ASB. - The Online Watch Link (OWL) system has been designed to help communities stay safe, with advice from the Police and Neighbourhood Watch. 24,302 residents were signed up to OWL by end December 2019.
Tackling anti-social behaviour and environmental crime	COMMUNITY	Good	<ul style="list-style-type: none"> - Monitoring data has shown the five PSPOs to be effective in reducing ASB.
Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime	COMMUNITY	Good	<ul style="list-style-type: none"> - Over 500 Hate Crime Awareness Champions have been recruited (including c.200 during Hate Crime Awareness Week in October 2019). Nine Hate Crime Reporting Centres have been launched, as part of the Barnet Zero Tolerance to Hate Crime Project. - Seven Hate Crime Awareness Workshops and 10 Hate Crime Training Sessions have been held.
Focusing on the strengths of the community	COMMUNITY	Satisfactory	<ul style="list-style-type: none"> - Staff have been using their Employer Supported Volunteering days to support local VCFS organisations.

2.4 In addition to the corporate priorities, P&R Committee has **six committee priorities, which were set out in the P&R Committee Annual Delivery Plan**. This was approved on 20 February 2019 and can be found online at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>

2.5 An update on these **committee priorities** is provided in **Appendix C**. Escalations in relation to the committee priorities, where KPIs have not met target and/or high (15 to 25) level risks, are reported in Section 9.

3. HOUSING AND GROWTH (H&G) COMMITTEE

3.1 The **ARG Committee** and **Housing Committee Annual Delivery Plans** set out the Actions, KPIs and Risks to delivering the **corporate priorities** in the Corporate Plan (Barnet 2024). They were approved on 25 March 2019 and 14 January 2019 respectively and can be found online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9484&Ver=4>

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9488&Ver=4>

3.2 There are five **corporate priorities** that fall under the remit of H&G Committee. These are set out below. The Q3 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q3 Status
Responsible delivery of major regeneration schemes	PLACE	Good
Investing in community facilities	PLACE	Good
Helping people into work and better paid employment	PEOPLE	Good
Supporting local businesses to thrive	COMMUNITY	Good
Ensuring decent quality housing	PLACE	Satisfactory

Responsible delivery of major regeneration schemes	Q3 Status
	Good

3.3 Summary of Actions Good progress

3.3.1 Despite ongoing challenges, good progress is being made across the regeneration schemes. The planning application for Grahame Park was submitted in the first week of October 2019 and is due to go to Planning Committee in March 2020. Construction has started on the next phase of development (Phase 4) at West Hendon, which will deliver 611 residential units (418 private and 193 affordable) with completion expected in 2023.

3.3.2 The accelerated decant of Marsh Drive in West Hendon was considered by H&G Committee on 27 January 2020, along with a report to secure authority to vary the Principal Development Agreement (PDA) to allow the development partners to further develop proposals for Phases 5 and 6 and submit them to Planning in mid-2020.

3.3.3 Demolitions at Granville Road have commenced and at Dollis Valley the developers have taken possession of the site with demolition work due to commence in Q4.

3.3.4 The Barnet Group (TBG) has been commissioned to act as development agent on behalf of the council to develop mixed tenure residential development schemes comprising affordable rent, shared ownership and private sale homes across the five Tranche 1 sites. The first of these sites is Hermitage Lane. TBG secured planning consent for Hermitage Lane in October 2019.

3.3.5 For Brent Cross Thameslink (BXT), a recommendation on the preferred bidder to deliver the Brent Cross West Station was proposed to P&R Committee in October 2019. Subsequently, the contract has been awarded to Volker Fitzpatrick and the contract was signed in December 2019. The design work for the station started in January 2020.

- 3.3.6 The Train Operating Company (TOC) building works have been completed and Govia Thameslink Railway (GTR), the incumbent TOC, is using the building. The demolitions at Claremont Industrial Estate, required for Brent Cross South, have progressed and Argent Related placed the first significant infrastructure contract in January 2020 to commence infrastructure works by mid-2020. This will enable development to commence on Plot 12 in early 2021.
- 3.3.7 The council has continued to progress the critical infrastructure workstreams to deliver the highway improvements to the junctions of Claremont Road / Cricklewood Lane and Cricklewood Lane / A5 Edgware Road (known as the Southern Junctions). The first tranche of works commenced in January 2020.
- 3.3.8 Consultation was undertaken on the new Growth Strategy, following approval of the draft strategy at ARG Committee in June 2019. The consultation closed on 15 September 2019 and work has continued to update the Growth Strategy and develop the Delivery Plan in response to feedback. The Growth Strategy and Delivery Plan were approved by H&G Committee on 27 January 2020.

3.4 KPIs

- 3.4.1 There is one KPI for this priority, which monitors delivery of the regeneration programme. This has achieved the Q3 target.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Delivery of regeneration projects (q)	Bigger is Better	90%	90%	90%	100% (G)	↑ +28%	77.8%	No benchmark available

3.5 Risks

- 3.5.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C029 - Community facilities stakeholder relationship schemes (risk score 8).** Stakeholder engagement plans are in place to mitigate the risk of opposition to regeneration schemes which could result in delays. The Growth Strategy will also look at requirements for community facilities to support new housing.
- **G&C030 - Market conditions (risk score 9).** Market conditions are being regularly monitored to mitigate the risk of impact on the viability of regeneration schemes and delays to housing delivery should market uncertainty grow. The next review will take place once there is a clear understanding of the impact of Brexit.

- 3.5.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic and joint risk* linked to this priority that were scored at a high (15 to 25) level in Q3.

- **STR08 - Major regeneration schemes (risk score 15).** Failure to effectively manage the major regeneration schemes such as Brent Cross could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy. There is a financial shortfall in the funding of the Thameslink project. Work is ongoing to calculate the financial cost of the shortfall. An independent cost review has

been completed and was reviewed in January 2020. The risk score will remain unchanged until the full costs are confirmed and the next steps decided upon.

- **OP27 - Affordability of the Thames Link project (risk score 15 - increased from 10).** If the Thameslink project becomes unaffordable, this could lead to uncertainty of the Thameslink project resulting in the council potentially having to increase its funding of the project/or non-completion of the project altogether. Cost escalation on the TOC (train operating company) programme has led to the need for a detailed contract review. A financial cost report has been prepared which will be reviewed by the council in January 2020.

Investing in community facilities	Q3 Status
	Good

3.6 Summary of Actions Good progress

- 3.6.1 Work on the Infrastructure Delivery Plan has continued and will continue throughout 2020/21. The plan will set the way forward for future infrastructure delivery, including community and leisure facilities. Progress has been made on plans for community facilities on existing regeneration schemes, particularly at Brent Cross South and Grahame Park/Colindale (in partnership with the CCG) and West Hendon. A needs assessment to quantify the requirements of Adults Services has been identified and will be undertaken in 2020/21.
- 3.6.2 The Executive Summary of the updated **Brent Cross South** Business Plan, which includes the delivery of community and social infrastructure, was approved by H&G Committee in November 2019. The design for Claremont School is underway and a Schools Strategic Partnering Board has been set up to give guidance on the delivery of schools within the Brent Cross Cricklewood projects and provide a forum for the council, local stakeholders and Brent Cross South Limited Partnership to exchange ideas and discuss issues relating to or arising out of the Business Plan that relate to the provision of education.
- 3.6.3 A new planning application for **Grahame Park** was submitted in October 2019 and was due to go to Planning Committee 4 March 2020. This has an amended phasing plan, with the health centre being demolished in 2025 and children's and community centres later still. Given the length of time before the new childcare and community facilities are required, minor improvements will be undertaken on the Health Centre and consideration is being given to the allocation of funds to support the existing facilities in the short term. In partnership with the CCG a new programme for health provision is being developed, which may result in a combined and enhanced facility on the Peel site or separate smaller facilities on the Peel site and Grahame Park respectively. If the enhanced Peel site is chosen then a construction programme and section 106 expenditure utilising the budgeted £2m could commence in 2020.
- 3.6.4 Construction and landscaping works at Montrose and Silkstream Parks in **Colindale** have progressed in line with the programme. The new café building is nearing completion and includes a café, changing facilities and a community events space for hire. Permission to build the café has been approved and the new bridge linking the park and the Fairview development have partially opened to allow public access through the parks. A second consultation event between October 2019 and January 2020 has completed and is being analysed. The event provided updates on Colindale

and Rushgrove Park masterplan and was due to be presented to Environment Committee in March 2020.

3.6.5 The updated Growth Strategy and Delivery Plan were approved by H&G Committee on 27 January 2020. The delivery plan sets out the activities that will be undertaken in 2020/21 to support delivery of the Growth Strategies themes.

3.7 KPIs

3.7.1 There are no KPIs for this priority.

3.8 Risks

3.8.1 There are two risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C027 - Community facility sustainability (risk score 9).** This risk is about the long-term financial viability of newly constructed community facilities. All new schemes require robust business plans to ensure they are financially sustainable. An infrastructure development plan has been drafted to support the Local Plan, and was presented to Policy and Resources Committee on 6 January 2020.
- **G&C028 – Community facilities stakeholder relationship (risk score 6).** This risk is also about the long-term financial viability of newly constructed community facilities. Engagement and consultation plans are agreed on a scheme-by-scheme basis to ensure that residents have chance to inform proposals. No issues were raised for specific schemes in Q3.

Helping people into work and better paid employment	Q3 Status
	Good

3.9 Summary of Actions Satisfactory progress

3.9.1 Employment schemes are in place on the regeneration estates (Dollis Valley, West Hendon and Grahame Park) and new initiatives continue to be developed with partners. In Q3, employment and skills delivery for Plots 10, 11 and 12A of Grahame Park was agreed and a partnership was established with Barnet and Southgate College to deliver Adult Education on the West Hendon Estate.

3.9.2 The council has continued to engage with private developers on major schemes to secure employment and skills outcomes. Work continued with developers to secure apprenticeship and training opportunities through development, including further preparation for Brent Cross Cricklewood employment and skills delivery. New partnerships are being developed with TfL and BT Open Reach to deliver long-term employment outcomes in construction and engineering.

3.9.3 More regular communication has been established between the council, Cambridge Education and The Barnet Group to join up the employment and skills offer.

3.9.4 A new project with Cambridge Education to offer 'Access for All' routes for residents Not in Employment, Education or Training (NEET) has been launched. The project has engaged 13 development sites, with eight offering work experience placements to NEET individuals and Care Leavers. A new social enterprise with Wates Group and

DWP to support employment and skills for the Barnet Market site is being developed and will be launched in 2020/21.

3.9.5 Barnet Homes leads on managing BOOST, which provides community-based help for Barnet residents from bases at Burnt Oak Library and 184 Cricklewood Lane or via outreach at South Friern and Chipping Barnet libraries and a monthly work club at the Probation Service. By Q3 (year to date), BOOST services had achieved 8,911 visitors (2,759 in Q3 only) and supported 182 people into work (70 in Q3 only); 59 of whom were under 25 (23 in Q3 only) and 29 were Barnet Homes tenants.

3.9.6 The Welfare Reform Task Force also led by Barnet Homes engages with residents and provides support to help them manage the Benefit Cap and transition onto Universal Credit. By Q3 (year-to-date), 118 clients had moved off the Benefit Cap, as a result of finding work (23 in Q3 only); 70 households had moved to more suitable accommodation (12 in Q3 only); 945 clients had been provided with benefit advice (337 in Q3 only); and Discretionary Housing Payments had been awarded to 729 (201 in Q3 only) people.

3.10 KPIs

3.10.1 There is one KPI for this priority, which monitors the local unemployment rate. The latest figures show Barnet's unemployment rate has increased from 4.6% (July 2018 to June 2019) to 5.1% (October 2018 to September 2019). This is higher than last year (4.6%) and now higher than the London (4.6%) and national (4.9%) averages where previously it had been lower.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Unemployment (of people on out of work benefits) (r)	Smaller is Better	4.7% (Jan - Dec 18)	Monitor	Monitor	5.1% ⁵	↓ W +7%	4.6% ⁶	London 4.6%, National 4.9% (Oct 18 – Sep 19, NOMIS)

3.11 Risks

3.11.1 There are two risks to delivery of the actions for this priority. Both have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C031 - Team resource/capacity to deliver employment schemes (risk score 9).** On 1 October 2019, the Business, Employment and Skills team was transferred back to the council from Capita. The team's resource/capacity has been reviewed and new staff are being recruited for 2020/21. Closer working arrangements across the council and key partners (Cambridge Ed., TBG) are being developed to maximise alignment and efficiency of programmes.
- **G&C032 - Economic uncertainty impact on training and apprenticeship (risk score 12).** The team has maintained ongoing partnership work with developers and training partners to ensure employment and skills opportunities are available on development sites. Other employment opportunities have been supported through the BOOST project, Cambridge Education and other partners, focusing on pre-employment

⁵ Rolling 12 months to September 2019.

⁶ Rolling 12 months to September 2018.

support to ensure individuals have been ready to take up opportunities when they arose.

Supporting local businesses to thrive	Q3 Status
	Good

3.12 Summary of Actions Satisfactory progress

- 3.12.1 Progress has been made across all areas with strengthened focus on support for local business included in the new Growth Strategy Delivery Plan.
- 3.12.2 Local businesses have been supported through the construction contracts that form part of the regeneration schemes, with increased inclusion of Local Supply Chain obligations in Planning Agreements for Grahame Park, Silkstream (Sainsbury's), Finchley Gate and TfL sites across the borough and ongoing planning for supply chain engagement on Brent Cross Cricklewood.
- 3.12.3 Ongoing support has been provided to the established Town Teams (Chipping Barnet, Edgware, Cricklewood) and work has started on the Chipping Barnet Community Plan, which will develop a comprehensive vision for the area. A procurement has been launched for a design team to deliver a detailed design and community engagement for Finchley Square (Finchley Central). The Chipping Barnet pavement build-out has been completed. There has been continued development of North Finchley Town Centre revitalisation, with a focus on identifying the funding strategy.
- 3.12.4 To facilitate the provision of appropriate and affordable workspace for small and micro businesses, the council has continued to engage with Planners and Estates to identify flexible workspace in new development. Barratts have been engaged to review delivery of the workspace obligation at the NIMR site in Mill Hill. A strengthened commitment to workspace has been identified in the new Growth Strategy.
- 3.12.5 The Pop Up Business School was delivered in November 2019, with circa 90 people attending the two weeks event. The programme for the Entrepreneurial Barnet Competition has been launched, in partnership with Middlesex University, and will include a cash prize, digital marketing support, business cards and more.

3.13 KPIs

- 3.13.1 There are two KPIs for this priority, which monitor the health of the local economy through the business survival rate and vacant high street properties. These are both annual indicators and will be reported in Q4.

3.14 Risks

- 3.14.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.
 - **G&C033 – Flexible workspace delivery (risk score 6- reduced from 12).** New staffing requirements been identified for both the Estates and Growth teams that will increase the council's ability to bring forward workspace on council assets; along with continued engagement with planners to promote workspace through private-sector developments.

3.15 Summary of Actions **Satisfactory progress**

- 3.15.1 The draft Local Plan (Reg 18) with 51 policies and 67 site proposals and new Local Development Scheme (LDS) setting out priorities for area based Supplementary Planning Documents (SPDs) at Middlesex University and the Burroughs, and the Edgware Growth Area were approved at P&R Committee in January 2020.
- 3.15.2 Barnet Homes has continued to make good progress on delivering affordable housing on council land. Budgetary approval was given, as part of the MTFs, for sites linked to additional affordable housing in Barnet.

3.16 KPIs

- 3.16.1 There are three KPIs for this priority, which monitor the delivery of new homes in the borough. 756 new homes were completed in Q3. This is significantly more than last year when 277 new homes were completed. 84 affordable homes were completed across the borough by all providers (not just ODH) in Q3.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
New homes completed across the borough by all providers (q) ⁷	Bigger is Better	830 ⁸ (prov.)	Monitor	Monitor	756	↑ I +173%	277	No benchmark available
Affordable housing completions across the borough by all providers (q)	Bigger is Better	211 ⁹ (prov.)	Monitor	Monitor	84	→ S	84	No benchmark available
Affordable housing delivered on council owned land (c)	Bigger is Better	New for 19/20	35 ¹⁰	19	23 (G)	New for 19/20	New for 19/20	No benchmark available

3.17 Risks

- 3.17.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/low (4 to 6) level and has controls/mitigations in place to manage the risk.

- **G&C038 - Economic uncertainty impacting on the delivery of new homes (risk score 6).** The Growth Strategy sets out the council's priorities for bringing housing developments forward. This will also act as a tool for inward investment, which could help stimulate development if the economy stagnates. The Growth Strategy was approved by H&G Committee on 27 January 2020.

⁷ This KPI measures all new homes in the borough (including as part of regeneration schemes and private development schemes).

⁸ This is a provisional result (830) as at March 2019. The result is sourced internally and relates to the number of new homes added to council tax records. The final result will be confirmed in 2019/20.

⁹ This is a provisional result (211) as at March 2019. The result is sourced from GLA data releases. The final result will be confirmed in 2019/20.

¹⁰ The target for the KPI has been amended from 77 to 35 following publication of the Housing Delivery Plan to Housing Committee.

3.18 Escalated KPIs and/or Risks

3.18.1 In addition to the corporate priorities, the **ARG Committee** and **Housing Committee Annual Delivery Plans** have five **committee priorities**. A thematic overview of performance for Q3 will be provided to H&G Committee in March 2020. Any KPIs that did not meet the Q3 target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

3.18.2 There are six KPIs for the **Tackling and preventing homelessness and rough sleeping** priority. Three KPIs met the Q3 target - on acquisition of additional properties for temporary accommodation; households placed into private sector accommodation; and homelessness preventions. One KPI is Monitor only for Q3 and reported 24 rough sleepers. Two KPIs did not meet the Q3 target.

- **Households in Temporary Accommodation (TA) (RAG rated AMBER) – 2,466 against a Q3 target of 2,450.** There has been a reduction in households in TA in Q3 compared to Q2 (2,542) and the same period last year (2,526). This was despite sustained levels of new admissions which remained high (averaging 72 per month). The main factors contributing to the reduction were: effective mitigations from existing TA reduction and prevention activities; 32 units procured by Let2Barnet in Q3 going to clients in TA; and 40 council and Housing Association units provided to clients in TA.
- **Households in Emergency Temporary Accommodation (ETA) (RAG rated AMBER) - 232 against a Q3 target of 200.** There was a slight reduction in households in ETA in Q3 compared with Q2 (239) and last year (289) despite sustained levels of demand. Effective mitigations were in place to prevent any increases in ETA. Factors which prevented further reductions in the numbers in ETA was the limited supply of supported accommodation to meet the needs clients with complex needs and a limited supply of longer term accommodation.

Indicator ¹¹	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Households in Temporary Accommodation (q)	Smaller is Better	2545	2400	2450 ¹²	2466 (A)	↑ ↓ -2.3%	2526	Rank 29 (out of 32) (Q4 17/18, DCLG)
Households in Emergency Temporary Accommodation (q)	Smaller is Better	275	200	200 ¹³	232 (A)	↑ ↓ -20%	289	Rank 12 (out of 33 London Boroughs) (Q4 17/18, DCLG)

3.18.4 There was a *service risk* for the **Efficient and cost-effective asset management** priority that was scored at a high (15 to 25) level in Q3.

- **G&C065 - Consolidation of Street Scene services in the east of the borough (risk score 16) (NEW).** The council may be unable to efficiently consolidate Street Scene

¹¹ Transfer 141 properties acquired for Temporary Accommodation to Opendoor Homes has been changed from a KPI to an Action.

¹² Annual target is 2400. Quarterly target reduces by 25 each quarter: Q1 2500, Q2 2475, Q3 2450 and Q4 2400.

¹³ Annual target is 200. Quarterly target reduces by 25 each quarter: Q1 250, Q2 225, Q3 200 and Q4 200.

services at the Oakleigh Road site, which could impact on the delivery of services. Work to space-plan a number of options is underway for both medium and long-term solutions.

4. ENVIRONMENT COMMITTEE

4.1 The **Environment Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 14 March 2019 and can be found online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9669&Ver=4>

4.2 There are three **corporate priorities** that fall under the remit of Environment Committee. These are set out below. The Q3 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q3 Status
Getting Barnet clean	PLACE	Limited
Keeping the borough moving	PLACE	Satisfactory
Getting the best out of parks and improving air quality	PLACE	Good

Getting Barnet clean	Q3 Status
	Limited

4.3 Summary of Actions Good progress

4.3.1 Overall good progress has been made. However, there is still room for improvement, which the service will make in parallel with the Street Scene transformation programme.

4.3.2 The communications plan has continued to be implemented, with additional communications and social media campaigns during the Christmas period. This included placing posters in leisure centres and libraries, as well as emailing charities, organisations and communication groups detailing the service changes to residents.

4.3.3 The service has been working with colleagues in Planning to support improvements in recycling provisions at new developments and agreement has been reached to develop a strategy to ensure planning guidance is appropriately enforced.

4.3.4 The 'unobstructed cleansing' trial has been completed and the results are being evaluated. This will help to inform an optimised street cleansing operations delivery plan, particularly for residential roads, and will be reported back to Environment Committee in 2020/21. Further Driver Operatives have joined the service and are being trained to use the mechanical sweeping equipment (Hakos).

4.3.5 As part of the work taking place to deliver improvement to street cleansing, the service has been assessing bin provision in locations across the borough and optimising the location of bins to ensure more sensible spacing/coverage.

4.4 KPIs

4.4.1 There are seven KPIs for this priority, which monitor waste, recycling and street cleansing activity. One KPI reported no activity in Q3. Two KPIs are annual and will be reported as part of the Residents' Perception Survey¹⁴. Two KPIs will be reported in Q4. Two KPIs did not meet the Q3 target.

¹⁴ Due to a number of high-level consultations, the Residents Perception Survey has been postponed until the spring 2020.

- **Kilogram of residual HH waste produced per household (RAG rated AMBER) - 154 against a target of 149.01** This KPI has a profiled target throughout the year to take account of seasonal fluctuations. Whilst residual household waste has reduced from last quarter (157.72kg/HH), the target has been slightly missed. The increased number of new property developments in the borough can also affect waste volumes.
- **Kilogram of total HH waste produced per household (RAG rated AMBER) - 239.72 against a target of 233.77.** This KPI has a profiled target throughout the year to take account of seasonal fluctuations. Whilst total household waste has reduced from last quarter (245.6kg/HH), the target has been slightly missed. The increased number of new property developments in the borough can also affect waste volumes.
- **Time banded collections rolled out – 0.** The time banded collections project has been suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Kilogram of residual HH waste produced per household (q)	Smaller is Better	617.2 kg/HH	612 kg/HH	149.01 kg/HH	154.00 kg/HH ¹⁵ (A)	↓ W +3.7%	148.50 kg/HH ¹⁶	No benchmark available
Kilogram of total HH waste produced per household (q)	Smaller is Better	Not reported in 18/19	970 kg/HH	233.77 kg/HH	239.72 kg/HH (A)	New for 19/20	New for 19/20	No benchmark available
Residents who are satisfied with refuse and recycling services (Annual ¹⁷)	Bigger is Better	79% (Autumn 17)	80%	Annual	Survey on hold ¹⁸	No RPS 18/19	No RPS 18/19	National 79% (LGA, 2019)
Targeted communications with landlords and agents to reduce 'throw away' culture" (Annual)	Bigger is Better	New for 19/20	3	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Residents satisfied with street cleansing service (Annual ¹⁹)	Bigger is Better	60% (Autumn 17)	60%	Annual	Survey on hold ²⁰	No RPS 18/19	No RPS 18/19	National 64% (LGA, 2019)
Street cleansing ²¹	TBC	New for 19/20	Due Q4 19/20	Due Q4 19/20	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

¹⁵ Result is for Q2 2019/20

¹⁶ Result is for Q2 2018/19

¹⁷ Annual KPI from the Residents' Perception Survey (RPS).

¹⁸ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

¹⁹ Annual KPI from the Residents' Perception Survey (RPS).

²⁰ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

²¹ Street Cleansing KPI is still being developed and will be reported for Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Time banded collections rolled out	Bigger is Better	New for 19/20	5	TBC	0 ²²	New for 19/20	New for 19/20	No benchmark available

4.5 Risks

4.5.1 There are five risks to delivery of the actions for this priority²³. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **SS011 – Reduction in household waste (risk score 12).** The review of service options has been completed and the council has committed to re-introduce separate food waste collections in 2022 within the Reduction and Recycling Plan (RRP), which has been submitted to the Greater London Authority (GLA) for approval.
- **SS012 – Flats recycling (risk score 6).** This risk relates to the improvement of waste reduction and recycling in flats. A communications campaign targeting Barnet Homes properties has been completed, providing residents with core recycling information. A feasibility study on options for improving recycling at private flat sites has been drafted.
- **SS017- Project delays (risk score 9).** The risk of delays to the rollout of projects such as time banded collections or the new data and works system is being managed by a Change Management team within Street Scene. A Street Scene approach to project management has been developed and key staff trained on the approach. Recruitment for a project manager for the data works system has been completed.
- **SS013 – Recycling and waste collection rounds (risk score 6).** Ongoing changes are being made to the rounds to improve efficiency. The bulk of this work is due to commence once the depot remedial works have been completed. This has been identified as a project by the Change Management Team.
- **SS019 - Utilise new street cleansing equipment (risk score 6).** A lack of suitably trained staff could affect full utilisation of the new street cleansing equipment. New driver operatives in the street cleansing service and staff with valid driving licences who have shown an interest are being trained. This will provide a greater pool of drivers. A dedicated street cleansing supervisor is now in place. Recruitment for further driver operatives to achieve full establishment levels remains ongoing.

4.5.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic risk* and two *service* risks linked to this priority that were scored at a high (15 to 25) level in Q3.

- **STR09 - Increase in the NLWA levy (risk score 15).** The expected replacement of the NLWA Energy from Waste (EfW) facility could lead to an increase in the waste disposal levy of up to £8million per annum and additional financial costs relating to delays in the construction of the EfW. This would result in increased financial pressure on the council.

²² Time banded collections project has been suspended due to the remedial works at Oakleigh Depot. This is to prioritise service delivery whilst these works are ongoing.

²³ There were seven risks, but two street cleansing risks on staff training and staff reluctance have been merged into one risk (SS019) and two recycling risks on lack of planning enforcement and lack of engagement have been merged into one risk (SS012).

In October 2019, enabling works and construction of the Resource Recovery Facility (RRF) was approved by NLWA. It was confirmed that NLWA would be able to borrow £100m from the Government on a reduced interest rate. Work has continued developing the financial strategy to build a stable budget for the Environment cost centre.

- **SS020 - Remedial work at Oakleigh Depot (risk score 20).** Issues with the Oakleigh Depot require immediate significant remedial works that will lead to service disruption for up to nine months, impacting on business continuity and delivery of services. A series of controls have been put in place, such as the implementation of a one-way traffic system and monitoring of ground movement at Oakleigh Depot. The site next to Oakleigh Depot has been temporarily procured by the council. The Harrow based collection fleet has been relocated to Oakleigh Depot. The garden waste service has been suspended earlier than planned and 12 collection rounds have had collection days changed for an interim period to reduce vehicle movements while the remedial works continue.
- **SS018 - Frontline employment and retention (risk score 16).** Difficulties in recruiting appropriate staff could lead to an increase in the use of agency staff and the impact on service delivery. Permanent positions are being offered to frontline agency staff. There was a contingency of agency staff retained over the Christmas period, which was reduced after the New Year. The use of the apprentice levy is being investigated for potential future recruitment of apprentices, and HR have put together a presentation for the eight staff members identified who require assistance with their 'right-to-stay' paperwork.

Keeping the borough moving	Q3 Status
	Satisfactory

4.6 Summary of Actions Good progress

- 4.6.1 The Network Recovery Plan (NRP) for 2019/20 has progressed with 93% of carriageway and footway works completed by end December 2019. 161 schemes have been delivered, including carriageway works comprising of 22 schemes for large-scale machine patching, 99 schemes for proactive patching and 22 schemes for resurfacing; and 21 footway relay schemes.
- 4.6.2 In Q3 (October to December), the large-scale machine patching and resurfacing programme covered 15,927 square metres (0.31% of the borough network); and the footway relay schemes covered 2,624 square metres (0.13% of the borough network).
- 4.6.3 The Year 5 NRP customer perception surveys for the main carriageway resurfacing programme and footway relay programme will be conducted after individual schemes have been completed.
- 4.6.4 Asset condition surveys have been completed and the results will inform the proposals for NRP Year 6. The NRP Year 6 report for 2020/21 was presented to Environment Committee in January 2020. £6million has been allocated for NRP Year 6.
- 4.6.5 As reported in Q1, the Local Implementation Plan (LIP) funding programme was based on current “knowns” at the time of the report, which were heavily dependent on engagement with TfL to respond and approve. Contingencies and re-allocation of scheme budgets have been agreed with TfL to achieve budget spend.

- 4.6.6 Barnet will participate in Annual Local Authority Road Maintenance (ALARM) Survey to raise awareness of maintenance and funding issues as part of a collective approach across London. The data will be used to lobby the Government for a greater share of funding for highway maintenance.
- 4.6.7 The draft Transport Strategy was approved by Environment Committee on 20 January 2020. Public consultation will take place in the spring 2020, with the final report being presented to Environment Committee later in the year.

4.7 KPIs

- 4.7.1 There are three KPIs for this priority, which monitor highways repairs. One KPI met the Q3 target. Two KPIs on Category 1 and Category 2 defects were not reported in Q3. The lack of data for these KPIs has been unacceptable to the council and has been raised with Re senior managers to resolve. Regular meetings with the contractor have taken place to resolve the processing and system issues and training has been provided to staff, which has resulted in an improved position. Although the data will not be 100% accurate due to residual issues still being worked on, results will be published from February 2020.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Emergency defects rectification timescales completed on time	Bigger is Better	100%	100%	100%	100% (G)	→ S	100%	No benchmark available
Highways Category 1 defects rectification timescales completed on time (48 hours)	Bigger is Better	78.8%	100%	100%	Not reported	N/A	92.1%	No benchmark available
Highways Category 2 defects rectification completed on time	Bigger is Better	69.2%	100%	100%	Not reported	N/A	66%	No benchmark available

4.8 Risks

- 4.8.1 There are two risks to delivery of the actions for this priority²⁴. These have been assessed at a medium/low (4 to 6) level and have controls/mitigations in place to manage the risks.
- **EC015 - Breakdown with development partner (risk score 4).** There are ongoing operational meetings with the Re service director to agree council priorities and ensure they are delivered. Completion of the service plan has been delayed until the end of Q4 due to other work commitments.
 - **EC016 - Non-delivery of LIP spend (risk score 2 – reduced from 4).** The LIP programme is actively monitored by the council and bi-monthly meetings are held with

²⁴ There were three risks, but two highways risks on relationship management have been merged into one risk (EC015).

TfL to review progress of delivery and financial spend to ensure full commitment by year-end.

4.8.2 In addition to the risks in the Annual Delivery Plan, there were two *service* risks linked to this priority that were scored at a high (15 to 25) level in Q3.

- **TS013 - Passenger Transport Services move (risk score 20)**. The hand back of North London Business Park (NLBP) will necessitate the relocation of Passenger Transport Service (PTS) vehicles with operation to a suitable alternate site; not being able to secure a suitable site could result in additional costs to extend the current lease (subject to availability) or disruption to the Home to School transport service for Special Education Need children in and out of borough. Requirements have been provided to the projects team and several options are being considered for PTS by the service. Estates are providing updates on a potential new location for the service to be based as one of these options. PTS will remain at NLBP until the end of 2020, but uncertainty remains about the long-term arrangements for PTS.
- **PI011 - Winter Service (risk score 15 - reduced from 20)**. The relocation of the gritting depot from Barnet to Harrow could lead to increased travel time and the effectiveness of the service. As there is no other alternative available during this winter season, this risk will focus on ensuring that decisions and deployment are carried out in a timely manner. A winter plan has been produced and approved internally and the processes identified in the plan have been implemented and are currently operating daily. Further work is required around resource planning for priority footway gritting and this is being reviewed by Re. The long-term forecast is not suggesting there will be any snow events arising; however, this situation may change and continues to be monitored by the service.

Getting the best out of parks and improving air quality	Q3 Status
	Good

4.9 Summary of Actions Good progress

- 4.9.1 The Sports Hub masterplans for West Hendon and Barnet playing fields have progressed and will be reported to Environment Committee for decision and adoption.
- 4.9.2 Due to weather conditions, delays have affected the delivery of the Montrose and Silkstream programme. It is expected that both parks, including The Hub building will be completed in Q4. As sections are completed they will be opened when safe to do so. Silkstream Park was partially opened in mid-December 2019 and two new play areas were completed in Victoria Park.
- 4.9.3 A series of smaller parks improvement projects are underway across the borough. Additional external funding has been secured, enabling more trees to be planted (413 have been planted in Q3, increasing the overall total from 900 to 1142). The remaining trees will be planted later in the year during the appropriate planting season.

4.10 KPIs

- 4.10.1 There are three KPIs for this priority, which monitor parks and open spaces. One KPI met the Q3 target. One KPI in Monitor only for Q3. One KPI is annual and will be reported as part of the Residents Perception Survey²⁵.

²⁵ Due to a number of high-level consultations, the Residents Perception Survey has been postponed until the spring 2020.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents satisfied with parks and open spaces (Annual ²⁶)	Bigger is Better	77% (Autumn 17)	74%	74%	Survey on hold ²⁷	Not reported in 18/19	Not reported in 18/19	No benchmark available
Total value of investment secured (£)	Bigger is Better	New for 19/20	100k	75k	124k (G)	New for 19/20	New for 19/20	No benchmark available
Total number of trees planted per annum (bi-annual) ²⁸	Bigger is Better	New for 19/20	900	Monitor	413	New for 19/20	New for 19/20	No benchmark available

4.11 Risks

4.11.1 There are three risks to delivery of the actions for this priority²⁹. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- EC007 - Objections to masterplan proposals (risk score 8).** Further work has been carried out on the draft masterplans for Barnet and King George V Playing Fields and West Hendon Playing Fields, following the outcomes of the public consultation. A report will be presented to Environment Committee in March 2020, with the final draft masterplans. Cophall Playing Fields and Mill Hill Open Spaces masterplan was approved by Environment Committee on 11 September 2019. The service has been progressing dialogue with stakeholders to address key considerations in relation to planning, property considerations and sequencing delivery. Draft tender documents have been produced to support specialist areas of work and it is anticipated that this will be commissioned in Q4, once the draft masterplans for Barnet and King George V Playing Fields and West Hendon Playing Fields have been finalised.
- EC008 - Delays to construction (risk score 6).** The production of the Outline Business Cases for the three sports hubs locations is scheduled to commence in Q4. In Q3, resources have been used to progress the final draft masterplans for Barnet and King George V Playing Fields and West Hendon Playing Fields following the outcomes of the public consultations. Once these draft masterplans have been finalised, resources should be available to progress the Outline Business Cases.
- EC009 - Brexit uncertainty leading to increased costs (risk closed).** The risk was closed in Q3, as there had been no increase in cost of materials or equipment and no bidder had suggested that there is a risk of any additional costs.

²⁶ Annual KPI from the Residents' Perception Survey (RPS).

²⁷ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

²⁸ Data to be reported in Q3 and Q4 to coincide with the tree planting season.

²⁹ There were five risks. Two parks risks relating to relationship with contractor have been merged into one risk (EC008) and the risk on objections to tree planting was closed in Q2, as it was no longer considered to be relevant.

4.12 Escalated KPIs and/or Risks

- 4.12.1 In addition to the corporate priorities, the **Environment Committee Annual Delivery Plan** has two **committee priorities**. A thematic overview of performance for Q3 will be provided to Environment Committee in March 2020. Any KPIs that did not meet the Q3 target and/or high (15 to 25) level risks are escalated for review by P&R Committee.
- 4.12.2 There was a *strategic risk* for the **Creating a healthy environment** priority that was scored at a high (15 to 25) level in Q3.
- **STR16 - Environmental sustainability (risk score 20)**. This risk relates to the inability to adequately manage the environmental impact of resident and business activities (such as air quality, resource management and climate change), which could lead to negative long-term consequences to the local environment and result in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations. A paper on the ultra-low emission zone was presented to the Council Management Team in October 2019. The draft Transport Strategy was approved by Environment Committee on 20 January 2020.

5. ADULTS AND SAFEGUARDING (A&S) COMMITTEE

- 5.1 The **A&S Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 18 March 2019 and can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=9475&Ver=4>
- 5.2 There are three **corporate priorities** that fall under the remit of A&S Committee. These are set out below. The Q3 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q3 Status
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Limited
Supporting older and vulnerable residents and those with disabilities to remain independent	PEOPLE	Good
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good

Integrating local health and social care and providing support for those with mental health problems and complex needs	Q3 Status
	Limited

5.3 Summary of Actions Limited progress

- 5.3.1 This priority incorporates joint work with NHS Barnet Clinical Commissioning Group (BCCG) on the development of primary care networks (PCNs - formerly called Care Closer to Home networks). The programme aims to transform how primary and community health care and support is delivered, so that people receive care and support closer to their homes and is intended to act as a foundation for the development of a local integrated care system (ICS) as per the NHS Long Term Plan launched in January 2019.
- 5.3.2 Currently, there are seven Primary Care Network's (PCN's)³⁰ in Barnet. The council has been leading this programme of work with BCCG and has supported the first PCN to improve referrals and signposting to council and other universal services. Adults and Health have continued to work closely with other PCNs, for example being part of the frailty multi-disciplinary team in PCN 2 and working on an improved model of care and support for adults with dementia and their carers within PCN 5. This new model aims to go live in Q4 and a member of the ASC Specialist Dementia Support Service will be embedded into this PCN to improve post diagnostic support for adults with dementia and their carers.
- 5.3.3 Adults and Health have continued to work with the PCN's to develop the social prescribing model. The Prevention and Wellbeing Team has worked with Public Health and the Barnet Homes Partnership Manager to deliver training and a week-long induction programme for the new Social Prescribing Link Workers based in PCNs. This induction ensured an informative introduction to statutory services, including Adults and Family Services, Mental Health Services, Housing, and Employment; and what is on offer from the local Voluntary and Community Sector.

³⁰ Primary Care Networks are groups of GP practices working closely together with other primary and community care staff and health and care organisations to provide integrated services to their local populations.

- 5.3.4 The number of people benefiting from mental health recovery support has increased with the Network (the mental health enablement service), doubling the number of referrals it has managed over the last year. An additional group work course has been developed in Q3 led by the peer support and community access workers, based on feedback from service users. The intensive enablement team has developed awareness and training programmes for providers of supported accommodation, with the team working with staff in these services to enhance user safety and reducing their risk of social exclusion.
- 5.3.5 The Barnet Integrated Learning Disability Service (BILDS), based in the council and made up of social care, community health and mental health trust staff, has continued to support the 'progression' of people with learning disabilities to increased independence. This has included in-depth reviews, which identify opportunities to build people's skills and independence; and with care providers to reduce any overprovision of care in the same setting and work with clients to help them progress towards their identified goals. There were 146 clients identified as a focus for this work and 80% of these reviews were completed by end December 2019. The service has been working with six care providers to alter the way they are commissioned, enabling greater flexibility in supporting progression and changes in people's needs, at a lower overall cost. In the remainder of 2019/20, the BILDS will explore greater use of general purpose housing for people with Learning Disabilities and deliver intensive reviews of out-of-borough residential placements to assess opportunities for progression, improving overall quality and cost.
- 5.3.6 The council is setting up a Shared Lives Scheme and has appointed a Scheme Manager who is working towards the scheme being registered with CQC with a view to launch by March 2020. Carer recruitment is scheduled to begin in February 2020.
- 5.3.7 Council officers continue to work closely with NHS partners on preventing admissions to hospital and ensuring timely discharge through daily meetings and formal programme boards such as the hospital-site based Urgent Care Boards and the system-wide A&E Delivery Board. Nationally, performance against the A&E 95% 4 hour target has been the worst on record between November 2019 and January 2020, with attendances up by c.6.5%. These challenges have been reflected in the 4 hour target performance of local hospitals. In addition, discharges from local acute hospitals to social care and other agencies have increased by 17% compared to last year.
- 5.3.8 Council officers continued to work closely with NHS partner organisations on the development of integrated care models as part of the North London Sustainability and Transformation Partnership's (NCL STP) move to form an integrated care system, made up of five local integrated care partnerships (ICPs). This committee has received reports on these developments separately. The council is represented in this programme by the Chief Executive, Executive Director for Adults and Health and the Director of Public Health. The initial priorities are to improve community-based integrated care for people with dementia and older people with frailty.

5.4 KPIs

- 5.4.1 There are 10 KPIs for this priority, which monitor health and social care integration. Five KPIs met the Q3 targets. Two KPIs were Monitor only for Q3. The overall status of Limited is applied to this priority because three KPIs did not meet the Q3 targets. The three KPIs RAG rated RED reflect the performance of NHS organisations with some elements of council performance. The target on independent living in mental

health covers the group of people known to the mental health trust who have a care programme approach (CPA) plan. The majority of this group do not receive support from adult social care. The KPIs RAG rated RED are for health and social care delayed transfers of care, of which the NHS will typically account for two-thirds of the target performance; however, adult social care also did not achieve its own target for the snapshot month.

5.4.2 Reducing Delayed Transfers of Care (DTC) has been a priority for ASC, with national expectations set for DTC reduction in July 2017 by the Department of Health & Social Care.

- **Delayed transfers of care (DTC) from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care (RAG rated RED) – 9.64 against a target of 7.19.**
- **Delayed transfers of care (DTC) from hospital per day per 100,000 population which are attributable to adult social care only (RAG rated RED) – 3.23 against a target of 2.07.**

These KPIs include three separate elements:

- **NHS DTC** at the end of November 2019 was performing at **5.50 per day** per 100,000 population against the **target of 4.76** daily rate
- Delays attributed to **Social Care** at the end of November 2019 were performing at **3.23 per day** per 100,000 population against the **target of 2.07** daily rate
- **Joint NHS and Social Care DTC** at the end of November 2019 was performing at **0.73 per day** per 100,000 population against the **target of 0.35** daily rate.

5.4.3 For the period reported (November 2019³¹), the targets were not met for NHS, Social Care or Joint DTC delays. For November 2019, 287 social care days delayed, and 65 jointly attributed days delayed are expected to be published. Adult social care performance has been negatively impacted by a change in the national reporting guidance, where Central London Community Healthcare NHS Trust (CLCH) started reporting non-acute delays from Adams Ward (in Finchley Memorial Hospital) from September 2019 onwards. These patients follow 'Pathway 3 - Discharge to Access', which means that clients are moved from a hospital bed to a community ward where the clients are assessed. Any days in this ward are counted towards the overall DTC performance for Barnet. Other comparator groups move patients to Pathway 3 placements in nursing and residential care whilst they are being assessed, which is not counted within the DTC target, so comparisons may not be like-for-like.

- **Adults with mental health needs who live independently, with or without support (RAG rated RED) – 69.7% against 83%.** This is a national indicator that includes the cohort of all adults supported by NHS mental health services under the care programme approach (CPA), which is significantly broader than those receiving ASC. These accommodation arrangements are recorded as settled accommodation in the Mental Health Services Data Set (MHSDS) and the data reported to committee comes from this national submission made by health partners.

³¹ There is a two-month time lag for published DTC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

The 2018/19 ASCOF data has been published. The 18/19 EOY result has been revised to 71.9%. This compares to 71.5% for CIPFA neighbours. As people progress with their recovery, move into stable accommodation and then stop receiving support with their mental health, they are no longer included in the dataset. The measure is intended to improve outcomes for adults with mental health problems by demonstrating the proportion in stable and appropriate accommodation and staying well.

Indicator	Polarity	18/19 EOY ³²	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ (c)	Smaller is Better	334.4 ₃₃	511 ³⁴	383	378 (G)	Not comparable	260 ³⁵	CIPFA Neighbours 389.2 London 430 England 580 (NASCIS, 18/19)
Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 (c)	Smaller is Better	9.5 ³⁶	13.0 ³⁷	9.7	6.2 (G)	Not comparable	3.3 ³⁸	CIPFA Neighbours 8.9 London 9.6 England 13.9 (NASCIS, 18/19)
New admissions to residential care for working age adults, per 100,000 population, MH only (Monthly)	Smaller is Better	New for 19/20	7.5	5.7	0.83 (G)	New for 19/20	New for 19/20	No benchmark available
Adults with mental health needs who live independently, with or without support ³⁹ (s)	Bigger is Better	71.9% ₄₀	83% ⁴¹	83%	69.7% (R)	↓ W -16.6%	83.5%	CIPFA Neighbours 71.5% London 62% England 58% (ASCOF, 2018-19)

³² 18/19 EOY results have been updated with the latest ASCOF publications for 18/19

³³ 18/19 EOY result changed from 381.4 to 334.4.

³⁴ The annual target has been adjusted to 511 (from 490) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

³⁵ Q3 19/20 result is not comparable with Q3 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates.

³⁶ 18/19 EOY result changed from 9.1 to 9.5.

³⁷ The annual target has been adjusted to 13.0 (from 12.0) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

³⁸ Q3 19/20 result is not comparable with Q3 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates.

³⁹ 'Living independently with or without support' refers to accommodation arrangements where the occupier has security of tenure or appropriate stability of residence in their usual accommodation in the medium-to-long-term, or is part of a household whose head holds such security of tenure/residence. These accommodation arrangements are recorded as settled accommodation in the Mental Health Services Data Set (MHSDS) and is reported from national submission from health partners. Social care does not hold these datasets and relies on partner submission.

⁴⁰ 18/19 EOY results changed from 80.9% to 71.9%.

⁴¹ Data provided by Barnet, Enfield, Haringey Mental Health Trust. NHS England have been working with all Mental Health Trusts to improve the quality of this data. As this work continues this may lead to variations in reported performance and the target may be revised accordingly.

Indicator	Polarity	18/19 EOY ³²	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Adults with learning disabilities who live in their own home or with their family (s)	Bigger is Better	77.5% ⁴²	74%	74%	76.7% (G)	↓ W -2.2%	78.4%	CIPFA Neighbours 73.7% London 75.1% England 77.4% (ASCOF, 2018-19)
Delayed transfers of care from hospital per day per 100,000 population (aged 18+) which are attributable to NHS and adult social care ⁴³ (s)	Smaller is Better	7.2 ⁴⁴	7.19 ⁴⁵	7.19	9.64 ⁴⁶ (R)	Not comparable ⁴⁷	6.98	CIPFA Neighbours 6.1 London 6.3 England 10.3 (ASCOF, 2018-19)
Delayed transfers of care from hospital per day per 100,000 population which are attributable to adult social care only ⁴⁸ (s)	Smaller is Better	1.7 ⁴⁹	2.07 ⁵⁰	2.07	3.23 ⁵¹ (R)	Not comparable ⁵²	1.2	CIPFA Neighbours 1.9 London 2.0 England 3.1 (ASCOF, 2018-19)

⁴² 18/19 EOY result changed from 78% to 77.5%.

⁴³ The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

⁴⁴ 18/19 EOY result changed from 9.45 to 7.2.

⁴⁵ The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 7.19 (from 6.87) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

⁴⁶ Result is for November 2019. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

⁴⁷ Q3 19/20 result is not comparable with Q3 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

⁴⁸ The results for the DTOC KPIs are a snapshot of performance in the most recent month for which data is available at the point of report production (February 2019) – they do not show data over the preceding year.

⁴⁹ 18/19 EOY results changed from 2.01 to 1.7.

⁵⁰ The DTOC targets are set by NHS England at a national level. The annual target has been adjusted to 2.07 (from 2.03) to reflect the change to using ONS population estimates. This brings the council in line with the standard methodology used by the NHS for this KPI.

⁵¹ Result is for November 2019. There is a two-month time lag for published DTOC figures and because of this Barnet has an established methodology of using the middle month of the quarter as a snapshot for the quarter.

⁵² Q3 19/20 result is not comparable with Q3 18/19 result, due to change in population estimates used for the calculation. 18/19 results were based on SNPP population estimates. 19/20 results are now based on ONS population estimates

Indicator	Polarity	18/19 EOY ⁵²	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
People who feel in control of their own lives ⁵³ (Annual)	Bigger is Better	72.2% ⁵⁴	75.8% ⁵⁵ (within conf. interval)	75.8%	72.2% (G)	↓ W -4.7%	75.8	CIPFA Neighbours 72.8 London 71.4 England 77.6 (ASCOF, 2018-19)
People signposted to information, advice and guidance (c)	Bigger is Better	New for 19/20	Monitor	Monitor	3087	New for 19/20	New for 19/20	No benchmark available
Referrals to voluntary sector organisations at first contact (c)	Bigger is Better	New for 19/20	Monitor	Monitor	1763	New for 19/20	New for 19/20	No benchmark available

5.5 Risks

5.5.1 There are three risks to delivery of the actions for this priority⁵⁶. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- AC004 - Surge in demand from NHS (risk score 12).** To manage an unpredictable surge in demand for ASC from the NHS, regular meetings are held between ASC, BCCG and NHS Provider Trusts to manage pressures in the system and management of patients who are delayed in hospital. There continued to be pressure on admissions and beds in both the acute and rehab sites, with hospital social work staff and team managers focused on facilitating discharges of long length of stay patients with multiple complex needs. The council has continued to work closely with providers on ensuring capacity and quality of care and managing expectations from system partners about capacity in care provider markets. Home care capacity remains at a satisfactory level. Hospital social work teams have had significant management changes in the last few months, with new managers now in post. The teams continue to respond to increasing demand through assessing and reviewing care needs promptly
- AC016 - Strategic prevention and intervention (risk score 8).** Funding and sustainability challenges facing the voluntary sector could lead to a reduction in capacity of preventative services. ASC continued to work with the Volunteer and Community Sector (VCS) to support development of the prevention and wellbeing offer. Prevention and Wellbeing Co-ordinators develop new community resources with individuals and local organisations aimed at promoting wellbeing and independence. The prevention and wellbeing service has continued to identify opportunities for the VCS to support social care and vice versa and lead a successful quarterly VCS forum for VCS providers

⁵³ This survey indicator has a confidence interval of +/-4.2%pts.

⁵⁴ 18/19 EOY result changed from 75.8% to 72.2%.

⁵⁵ All indicators based on the Adults 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.

⁵⁶ There were three Delivery Plan risks; however, AC018 – Strategic relations with the NHS has been reflected in the new strategic risk (STR12 – Relationship with healthcare providers and partner organisations), which has been mapped to the Safeguarding priority instead of the Integrating local health and social care priority; and AC020 has been moved to this priority from the **Supporting older and vulnerable residents priority**

in the borough (an informal networking opportunity to discuss issues and problem solve while getting to know new and well-established providers).

- **AC020 - Lack of practicing Approved Mental Health Professionals (AMHP) (risk score 9).** The AMHP service has been tracking any delays in Mental Health Act assessments and the reasons for them. The AMHP assessment pathway policy has continued to be updated. The three BEHMHT boroughs are discussing the provision of cross-borough arrangements, the app for Section 12 Doctors has been progressed as part of the NCL plans. Work between the CCG and the Trust looking at the crisis pathway has continued. One person has been identified to undergo AMHP training.

Supporting older and vulnerable residents and those with disabilities to remain independent	Q3 Status
	Good

5.6 Summary of Actions Good progress

- 5.6.1 Ansell Court, a dementia friendly extra-care scheme with 53 flats (50 x 1-bedroom flats and 3 x 2-bedroom flats), is the first of the council's three new developments in Barnet. Building works were completed in February 2019 and occupation of the flats commenced during the first week of April 2019. As at end December 2019, all flats have been allocated and 45 residents have moved in. Staff at Ansell Court are working with ASC staff to support people to move into the remaining flats.
- 5.6.2 Two additional extra care sites are in development, one is due to commence build in 2020 and the other is entering planning stages following the approval of the outline business case.
- 5.6.3 The Reablement Service has continued to perform well with 408 individuals supported in Q3, of whom 55 required ongoing care services.
- 5.6.4 The Care Technology service has continued to grow significantly. Now in year three of the contract, it is projected there will be another 1,440 user installations, which is significantly above the contract target of 700.
- 5.6.5 In October 2019, the Prevention and Wellbeing Team led and co-ordinated Barnet Silver Week. This week-long celebration highlighted the skills and talents of the older population and gave people the opportunity to showcase what is on offer locally, encourage others to join in, and meet new people, with the aim of reducing isolation over the longer term as people continue with activities. Barnet Silver Week saw over 80 events hosted by 60 organisations, many of them coming together to collaborate on new projects. The events included exercise and dancing showcases, information and advice events, digital workshops, and events focusing on improving mental health and wellbeing. Healthwatch Barnet evaluated the Silver Sunday Afternoon Tea and information event and feedback included "I live alone and good to see so many people", "It's helpful as it gives us a lot of information", "Increases the awareness of services people can use".
- 5.6.6 The Joint Commissioning Team are developing a Dementia Strategy, which will set out the strategic vision, direction and priorities for how adults with dementia and their carers are effectively supported across health and social care. A dementia strategy co-production group made up of adults with dementia and their carers has been established and there is also strong engagement with ASC staff, health colleagues, VCS, primary care and acute services.

5.7 KPIs

5.7.1 There are three KPIs for this priority, which monitor support to older and vulnerable residents. One KPI met the Q3 target. Two KPIs are Monitor only for Q3, with 13.5% of people receiving reablement going on to require a long-term service; and 408 clients receiving preventative reablement services enabling them to live in the community for longer.

Indicator ⁵⁷	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of Extra Care beds in Ansell Court which are filled (c)	Bigger is Better	New for 19/20	53	39	45 (G)	New	New for 19/20	No benchmark available
Proportion of people receiving reablement who go on to require a long-term service (SALT)	Smaller is Better	New for 19/20	Monitor	Monitor	13.5%	New for 19/20	New for 19/20	No benchmark available
Clients receiving preventative reablement services enabling them to live in the community for longer	Bigger is Better	New for 19/20	Monitor ⁵⁸	Monitor	408	New for 19/20	New for 19/20	No benchmark available

5.8 Risks

5.8.1 There are no risks delivery of the actions for this priority⁵⁹.

Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	Q3 Status
	Good

5.9 Summary of Actions Good progress

5.9.1 The new leisure centres at New Barnet and Barnet Copthall opened their doors on 30 August 2019 and 1 September 2019 respectively. Offering a diverse mix of facilities and activities, the leisure centres support residents to lead more active and healthy lifestyles. There have been 173,066 attendances at Barnet Copthall Leisure Centre and 80,189 attendances at New Barnet Leisure Centre between their opening and the end of December 2019. This figure accounted for a range of activities that took place, including swimming opportunities, sports courses and lessons, health and fitness, group exercise and healthwise initiatives. For the purposes of comparison, attendances at the new Barnet Copthall centre between September 2019 and December 2019 were 10,000 higher than average attendances per quarter at the old centre.

⁵⁷ KPIs on the proportion of people with a reduction in support needs following telecare and service users receiving ongoing services with telecare have been taken out. These have been replaced by a new KPI on clients receiving preventative reablement services enabling them to live in the community for longer. This enablement measure is a good replacement as it shows value added services and impact with the number clients supported to live within the community and not requiring more complex social care support.

⁵⁸ The 19/20 data will be used to establish a baseline.

⁵⁹ There was one Delivery Plan risk (AC020 – Lack of practicing AMHP) but this has been moved to the Integrating local health and social care priority.

- 5.9.2 The Fit and Active Barnet (FAB) brand continued to grow, with 24,630 registered FAB card members by the end of December 2019. Future FAB promotions will be focused on targeted demographic groups such as carers and the cared for (January 2020) and women and girls (March 2020).
- 5.9.3 The council's leisure management contract with GLL (Better) has continued to deliver a range of programmes to support the achievement of Public Health outcomes including weight management (children and adults); support for those with cancer; diabetes and falls prevention; dementia cafe etc. The council has continued to co-ordinate and deliver the Disability Sports Network, diversifying the membership through further stakeholder engagement.
- 5.9.4 The pools at Finchley Lido remained closed during Q3 but planned remedial works are estimated to be completed in Q4 following which the pools will reopen. Poolside improvements have been completed during the closure period to create a better experience for customers when the pools re-open, including new poolside changing cubicles, a vanity area, new lockers and the installation of a new ventilation system.

5.10 KPIs

- 5.10.1 There are three KPIs for this priority, which monitor active and healthy lifestyles. All three KPIs met the **Q3** targets. The indicator 'participants engaged in targeted programmes' covers those using the Public Health programmes within the Better contract.
- 5.10.2 Barnet has experienced a significant increase in the Active Lives dataset with 64% of the adult population (16+) active for at least 150 minutes per week. Barnet is one of four London boroughs to achieve a statistically significant increase since 2015 when the Active Lives Survey was launched. London Sport featured a case study reflecting how a collaborative approach in Barnet has led to an increase in levels of physical activity and opportunities for residents in the borough.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Adults (16+) taking part in moderate activity at least 150 minutes per week (Bi-annual) ⁶⁰	Bigger is Better	New for 19/20	60%	60%	64% (G)	New for 19/20	New for 19/20	Rank 19 (out of 32 London Boroughs) (2019, Sport England)
FAB card holders following FAB2 campaign (c)	Bigger is Better	New for 19/20	22000	21000	24630 (G)	New for 19/20	New for 19/20	No benchmark available
Participants engaged in targeted programmes (q)	Bigger is Better	New for 19/20	690	195	196 (G)	New for 19/20	New for 19/20	No benchmark available

⁶⁰ KPI is reported from the Sport England Active Lives Adult Survey, which is undertaken twice a year. This uses the Chief Medical Officer guidelines as a measurement. This measurement is slightly different to the KPI reported under the HWBB.

5.11 Risks

5.11.1 There are four risks to delivery of the actions for this priority. These have been assessed at a low (scoring 1 to 3) and medium/high (scoring 8 to 12) level and have controls/mitigations in place to manage the risks.

- **AC023 - Construction of leisure facilities (risk score 9).** An increase in construction costs places a risk on affordability of the schemes and potential delays to the programme. Barnet Copthall Leisure Centre and New Barnet Leisure centre were fully opened to the public in Q3. The decommissioning of Church Farm Leisure Centre has been completed and the demolition programme at the previous Barnet Copthall Leisure Centre has commenced. The programme is due for completion by March 2020. The project remains within the budget agreed by P&R Committee and budget monitoring takes place on a monthly basis.
- **AC043 - FAB Card registrations (risk score 1 – reduced from 2).** There is a risk that the second phase of the FAB campaign might not result in the level of anticipated FAB Card registrations. There were 24,630 FAB Card registrations by Q3, exceeding the year-end target of 22,000. Communications have continued in line with national awareness dates to promote the FAB Card and engage under-represented groups.
- **AC044 - Leisure operator performance against contract (risk score 12 - reduced from 16).** If the leisure operator fails to deliver against contractual obligations/commitments, this could impact on the delivery of the contract and health and wellbeing activities. The leisure management contract has continued to be monitored in alignment with the Performance Management Framework to ensure delivery against contractual obligations, commitments and targets. An unexpected closure of the pools at Finchley Lido Leisure Centre since March 2019 (now anticipated to open within Q4) may impact performance. The SPA team are working with the leisure operator to understand and minimise this. Disrupted service delivery is being absorbed at other leisure facilities where possible and communications are being managed. Guild Architects have been appointed to support the remedial programme at Finchley Lido. The programme was on track in Q3 and is expected to be delivered in Q4. The council is in consultation with GLL regarding commercial arrangements in relation to loss of revenue impact.
- **AC045 - Barnet Disability Sports Network (DSN) (risk score 2).** There is a risk the DSN fails to identify and collaborate on opportunities to enhance access and experience for disabled residents. The DSN comprises stakeholders within the borough that provide a service or have contact with residents with a disability. The DSN meets every six months to collaborative on opportunities to maximise Sport and Physical Activity (SPA) access and experience for disabled residents. The DSN has continued to engage stakeholders with a meeting in October 2019. Membership has continued to diversify, providing support for collaborative working.

Escalations from A&S Committee

5.12 Escalated KPIs and/or Risks

5.12.1 In addition to the corporate priorities, the **A&S Committee Annual Delivery Plan** has two **committee priorities**. A thematic overview of performance for Q3 was provided to A&S Committee in February 2020. Any KPIs that did not meet the Q3 target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

5.12.2 There were two *service risks* for the **Safeguarding adults at risk of abuse and neglect and Efficient delivery of statutory duties** priorities that were scored at a high (15 to 25) level in Q3.

- **AC046 - Adults MASH Resourcing (risk score 15).** There is a risk that there will be insufficient resource and subject expertise within the Multi-Agency Safeguarding Hub (MASH) due to capacity constraints within service areas and delays to co-location with other services/partners, which may lead to the MASH being less effective and unable to effectively safeguard vulnerable adults. There is a dedicated team of six staff. In the absence of MASH Police moving to Colindale there have been discussions about having a Police representation in the weekly Hub.
- **AC001 - Increased overspend to meet statutory duties (risk score 20).** Increased demand and the uncertainty of the operating environment could lead to insufficient resources for the service to meet its statutory duties. There are strong monitoring processes in place for all savings as part of the MTFS. Budget monitoring processes have remained robust. Controls on all spend are in place and closely monitored. 2020/21 MTFS plans are being finalised as part of the business planning process.

6. CHILDREN, EDUCATION AND SAFEGUARDING (CES) COMMITTEE

- 6.1 The **Children and Young People’s Plan (CYPP) 2019-23** establishes the vision, priorities and outcomes for children and young people in Barnet, providing a strategic framework for partnership activity in the borough. It has seven themes, which are linked to three **corporate priorities** in the Corporate Plan (Barnet 2024). The CYPP was approved on 16 January 2019 and can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=9469&Ver=4>

Corporate Priority	Outcome	CYPP Theme
Improving services for children and young people	PEOPLE	<ul style="list-style-type: none"> • Family and Belonging - Families and children can be together and be part of a community that encourages resilience • Safe and Secure - Children and young people are safe and protected from harm • Health and Wellbeing - Children are supported to achieve a healthy start in life, enjoy a healthy lifestyle and to build resilience
Ensuring good schools and enough school places	PEOPLE	<ul style="list-style-type: none"> • Education and Learning - Children and young people can learn about the world around them
Ensuring we are a family friendly borough	COMMUNITY	<ul style="list-style-type: none"> • Culture - Our attitudes and behaviours enhance the way we work with and for children and young people • Co-operation and Leadership - We include children and young people in decision-making • Communication - Information is shared effectively to children, young people and families across the borough

- 6.2 An update on the Actions is provided below for each Theme, along with highlights from the KPIs in the Children's Services Analysis Tool (ChAT) in **Appendix A** and any high (15 to 25) level risks.

Improving services for children and young people

FAMILY AND BELONGING

6.3 Summary of Actions

- 6.3.1 Meadow Close Children’s Home was inspected by Ofsted in November 2019 and graded as ‘Good’.
- 6.3.2 The regional adoption agency, Adopt London North, is the new Regional Adoption Agency for North London, offering adoption services on behalf of the boroughs of Barnet, Camden, Enfield, Hackney, Haringey and Islington. This went live on 1 October 2019, hosted by the London Borough of Islington. It has an ambitious agenda which includes a new pre-emptive life-long training model for adoptive parents, increased recruitment of the strongest adopters for our children, and an increase in the use of Early Permanence placements
- 6.3.3 Family Services have been developing the Moving forward project in partnership with Barnet Homes. A five-bedroom property has been sourced through Barnet Homes that

will provide a supported housing option for Care leavers. This will enable young people with a stepping stone to their permanent tenancy from out of borough semi-independent provisions or Independent fostering agencies.

- 6.3.4 The new Woodside Avenue Children's home has received planning permission. It is hoped that the project will break ground at the end of January 2019 with a proposed completion date of December 2020.
- 6.3.5 Live Unlimited launched in February 2018 to provide extra support, inspiration and opportunities for Barnet's looked after children and care leavers. Since then more than 70 looked after children and care leavers have been supported helping to unlock their potential through the Imagination Trust small grants scheme. This has included supporting three care leavers to pass their driving tests first time, with funding set aside for a further nine young people learn to drive over the next 12 months.
- 6.3.6 A new Child Poverty strategy is being developed. The previous child poverty strategy was set out in the Children and Young People's Plan 2016-20 and supported Barnet's family friendly vision. The draft new strategy captures the progress against previous priorities and actions and highlights a renewed commitment to improving outcomes for children, young people and families.
- 6.3.7 A new Autism Strategy is being developed. Data and feedback is currently being gathered from practitioners, parent-carers and young people, as to the experience and reach of services currently, and where we need to be in the future. A draft strategy will be available in early 2020 and will be shared with partners and service users for review and comment.

6.4 KPIs (see Appendix A: ChAT)

- 6.4.1 The rates of CiC per 10,000 has seen a slight increase since the last reporting period to 37 per 10,000 but continues to be back in line with figures reported historically. The rates continue to remain lower than the England and Statistical Neighbour averages.
- 6.4.2 The percentage of UASC as a proportion of our CIC cohort continues to rise, and is now at 23% and as previously reported continues to be significantly higher than our Statistical Neighbours and England average.
- 6.4.3 Placement stability has continued to remain fairly consistent; 70% of children have been in their latest placement for more than 2½ years, slightly higher than our Statistical Neighbours.
- 6.4.4 Health Assessments continue to remain high – 88% of open CLA have an up-to-date health assessment, this is higher than the England average, although it is a very slight decrease on the previous reporting period.
- 6.4.5 Barnet keeps in touch with almost all 18-21-year-old care leavers; this has seen a dramatic increase in the last year, and has been an improving picture throughout the year. 99% of this cohort are in suitable accommodation; again, a much improving picture.
- 6.4.6 Work is ongoing around EET data, whilst it is reported only 66% of the above cohort are EET, this continues to be higher than statistical neighbours and the England average.

- 6.4.7 Although a slight increase on the previous report, Barnet still places children with an adoptive family quickly; within 549 days of them entering care.
- 6.4.8 Barnet's decisions for adoption continue to remain right, with no children who have had their permanence decision changed; this is much better picture than statistical neighbours and the England average and has been an improving picture over the last three years.

SAFE AND SECURE

6.5 Summary of Actions

- 6.5.1 A Self Evaluation for Children's Services has been developed. There was a positive meeting with Ofsted to go through this and the response to the recommendations from the Ofsted report.
- 6.5.2 The cohort of 12 students on their Assessed and Supported Year of Employment (ASYE) are moving into social work posts in the coming months as soon as their professional registration has been completed.
- 6.5.3 A new recruitment campaign has been launched to coincide with an article in The Guardian promoting the positive improvements made across Children's Services.
- 6.5.4 Successful residential experience delivered for young people engaged in offending behaviours to provide exposure to positive pro-social activities and experiences that build resilience and increase desistance from offending.
- 6.5.5 Youth Endowment Funding has been granted to two projects in Barnet: one is a joint research project run by Cambridge Education in Barnet and Achieving for Children in Richmond, in partnership with St Mary's University. In each borough a Transition Hub will be established for children new to and on the edge of care. The other is for St Christopher's Fellowship to deliver a two-year protective and connecting mentoring programme for children aged 10-14 years and who have a sibling involved in offending behaviours aimed at breaking the cycle of involvement with the criminal justice system.
- 6.5.6 A new London wide MASH dataset is due to launch soon, which will help us to analyse performance against other London Local Authorities and learn from best practice.
- 6.5.7 Audit activity increasingly targeted at teams or individuals where further development of their practice is required as part of our appreciative enquiry audit approach.

6.6 KPIs (see Appendix A: ChAT)

- 6.6.1 Contacts into children's services continue to be higher than the same period in 2018/19 and shows an 7% increase for the period April to October 2019 compared to the same period in 2018.
- 6.6.2 The percentage of re-referrals in the seven-months to end October 2019 has decreased again; currently 15%, and continues to remain below statistical neighbours and England averages.
- 6.6.3 Although there has been a slight increase in referrals results in NFA in the seven-months to end October 2019 (6%); these remain below the England average and in line

with statistical neighbours. This suggests decisions at the front-door (at Contact stage) are accurate.

- 6.6.4 Barnet continues to complete assessments in a timely way with 85% being completed within 45-days; with the average being completed within 28 days; the quality of these are monitored by Heads of Service and through Quality Assurance activity.
- 6.6.5 In 98% of cases children are seen during assessment
- 6.6.6 Of those children requiring an Initial Child Protection Conference, 83% were held within a 15-day timescale from the strategy discussion, which is an increase on the previous reporting (79%).
- 6.6.7 CiN per 10,000 levels continue to be lower than statistical neighbours (180 per 10,000) and is showing a slight decrease on the previous reporting period.
- 6.6.8 CP per 10,000 levels continue to be low and are significantly lower than statistical neighbours (20 per 10,000), and continue to be lower than the previous reporting period.
- 6.6.9 Re-registration rates are slightly higher than the same period last year; 10.7%, compared to 10.1% in 2018, this equates to 15 of the 140 CP plans started in the period; this shows that children are not revolving through the system, and correlates with the low re-referral rates above.
- 6.6.10 The majority of children have been on a CP plan for less than one-year, with none over two-years.

Table 11: Average Caseloads September to October 2019

Average Caseloads	Sep-19	Oct-19	Change from previous month		Change since Ofsted	
	No.	No.	No.	DoT	Ofsted data (2017)	DoT
Duty and Assessment	13.0	12.5	-0.5	↓	27.8	↓
Intervention and Planning	17.9	17.9	0.0	→	17.3	↑
Children in Care	12.5	13.0	0.5	↑	15.9	↓
0-25	16.9	16.9	0.0	→	17.6	↓
Onwards and Upwards	19.9	19.9	0.0	→	21.2	↓
REACH	11.3	11.3	0.0	→	9.8	↑

HEALTH AND WELLBEING

6.7 Summary of Actions

- 6.7.1 67 schools in Barnet have registered for a bronze Healthy Schools award, 43 for silver, and 24 for gold.
- 6.7.2 The healthy weight programme run by GLL has initiated the Xplore programme for this year, focusing on promoting a healthy weight and lifestyle among children of primary

school age. Barnet is currently undertaking a service evaluation of the Xplore programme to inform service improvements.

- 6.7.3 The Healthy Child Programme transformation is now complete with a few elements in phase 2 e.g. group education staff training on anaphylaxis and epipen and one to one antenatal assessments for universal clients.
- 6.7.4 The actions from the immunisation action plan are being taken forward and the plan presented to the Health Overview and Scrutiny Committee.
- 6.7.5 For 2019/20, there are now 57 schools participating in the Resilient Schools campaign, which exceeds 2019/20 target.
- 6.7.6 74 schools in Barnet have at least one trained mental health first aider. In total the Resilient Schools programme has trained 90 mental health first aiders, with a further 12 due to complete their training by the end of this month.
- 6.7.7 The new sexual health promotion service commenced in November 2019 and is now initiating the C-card scheme and staff training.

Ensuring good schools and enough school places

EDUCATION AND LEARNING

6.8 Summary of Actions

- 6.8.1 The percentage of Primary, Secondary and Nursery schools rated Good or better by Ofsted is 96.8%. 100% of Secondary schools are rated Good or better by Ofsted.
- 6.8.2 The percentage of children attending a Good or Outstanding primary, secondary or Nursery school in Barnet is 96.6%.
- 6.8.3 Barnet's was ranked the best Local Authority in the country (out of 151 LAs) for Progress 8 in 2019. These results gauge the progress made by students during their time at secondary school.
- 6.8.4 The average 'Attainment 8' score in Barnet was 56.9 points, compared to the national average of 46.7 points, and an increase of 0.9 points in Barnet from the results in 2018. Attainment 8 was the second best in the country (up from 5th in 2018)
- 6.8.5 Final validated DfE data showed the attainment of disadvantaged pupils at KS2 for 2019 was in the top 10% of Local Authorities for maths (8th), GPS (13th), reading (13th) and in the top 10% for Reading, Writing and Mathematics combined (ranked 9th out of 151 Local Authorities).
- 6.8.6 Educational attainment at KS2 (RWM) in 2019 for children and young people with SEN Support was in the top 10% of Local Authorities nationally and for children and young people with an EHCP was in the top 15% of Local Authorities. Progress at KS2 for SEN Support pupils was in the top 10% of Local Authorities for reading and maths. Progress at KS2 for children with an EHCP is in the top 10% of Local Authorities for maths, and in the top 20% for reading.

6.8.7 At Key Stage 2, Barnet is 7th in the country for the number of pupils reaching the expected standards in Reading, Writing and Maths combined. Maths results were particularly strong (4th best Local Authority in the country).

6.9 KPIs

6.9.1 There are no KPIs for this priority.

6.10 Risks

6.10.1 There was a *strategic* risk for this priority that were scored at a high (15 to 25) level in Q3.

- **STR17 - Strengthening children's safeguarding (risk score 16).** If the council does not maintain strong safeguarding arrangements for children, there is a risk that children will suffer significant harm. The risk is being managed by the controls and mitigations in place to manage the risk, such as ongoing monitoring and partnership working such as preventative identification of vulnerable adolescents at risk of harm.

Ensuring we are a family friendly borough

CULTURE

6.10 Summary of Actions

6.11.1 As part the UNICEF Child Friendly Communities partnership, the council is working with a global partnership called the 'Real Play Coalition', for which the partners are The Lego Foundation, National Geographic Kids, ARUP, Ikea and Unicef UK. In October 2019 and November 2019, the Real Play Coalition and the council jointly delivered three workshops with more than 150 children, families and young people to get their views about how to make Barnet more play friendly.

6.11.2 Make Your Mark is a national consultation run by the British Youth Council, which orders the ten issues as voted on by the Members of Youth Parliament, to be placed on the annual ballot. Voting takes place every September, this year Barnet received 12,399 votes, with Put an end to Knife Crime being voted as the top devolved issue and the UK issue being Protect the Environment.

6.11.3 Youth Assembly was re-launched in November 2019 with a successful first meeting at Hendon Town Hall.

CO-OPERATION AND LEADERSHIP

6.12 Summary of Actions

6.12.1 The new safeguarding partnership arrangements, which place a shared and equal duty on the local authority, the police and the CCG to safeguard and promote the welfare of children have been published and were implemented in September 2019.

6.12.2 A Professional and Young People's Forum was held in October 2019, focusing on knife crime in partnership with Unitas, Art Against Knives, Growing Against Violence, 4Front and 0-19 services.

COMMUNICATION

6.13 Summary of Actions

- 6.13.1 The Young People's Perception Survey has been taking place throughout November 2019 and December 2019 with face to face interviews with 500 young people. The results will be available beginning of February 2020.
- 6.13.2 A mental health campaign targeted at children and young people is being launched in February 2020.

6.14 KPIs

- 6.14.1 There are no KPIs for this priority.

6.15 Risks

- 6.15.1 There are no high (15 to 25) level *strategic or service risks* for this priority.

7. HEALTH AND WELLBEING BOARD (HWBB)

7.1 The **HWBB Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It is a partnership plan that focuses, where possible, on wider health outcomes. Therefore, many of the KPIs are population level indicators that are collected annually. The plan was approved on 28 March 2019 and can be found online at:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=177&MId=9593&Ver=4>

7.2 There are three **corporate priorities** that fall under the remit of the HWBB. These are set out below. The Q3 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q3 Status
Integrating health and social care and providing support for those with mental health problems and complex needs	PEOPLE	Good
Encouraging residents to lead active and healthy lifestyles and maintain mental wellbeing	PEOPLE	Good
Improving services for children and young people	PEOPLE	Good

Integrating health and social care and providing support for those with mental health problems and complex needs	Q3 Status
	Good

7.3 Summary of Actions Good progress

7.3.1 The Pre-diabetes Local Commissioned Service will continue until April 2020 and there will be a review on whether to extend or alternatively explore other options to incentivise referral to the Diabetes Prevention Programme (DPP). The North Central London CCG DPP contract has been underway since August 2019. Independent Clinical Services (ICS), the DPP Provider, has been managing the transition from the previous contract and the conversion rate of referrals to actual 'attendance to a first group' is improving. Referrals are being made, however due to an uplift from NHS England, referrals will need to be mobilised at a higher rate to meet what has been profiled.

7.3.2 Virtual clinics have been completed at all practices in Barnet. The AliveCor Kardia Mobile device remains in use in primary care to detect undiagnosed atrial fibrillation.

7.3.3 In December 2019, the second Dementia Action Alliance meeting was held where the key themes and joint action plan were agreed. The key themes have originated from the Barnet Dementia Needs Assessment and are in line with the NHS Dementia Well Pathway. Alliance members were invited to update their pledges framed by the joint action plan. Dementia Champions training was organised for January 2020; and the Dementia Champions will train others to become Dementia Friends. The business case for the Primary Care Network (PCN) 5 was approved and will be mobilising the new model of care and support for adults with dementia and their carers during Q4.

7.3.4 Progress has been made around social prescribing. All eight Social Prescribing Link Workers (SPLWs) have been recruited. A comprehensive induction training programme has been put together jointly with GP Training Hub, Public Health, Adult Social Care, Barnet Homes and Voluntary Community and Social Enterprise sector (VCSE). A digital platform called "Elemental" has been commissioned to enable SPLWs to enter social prescribing information and measuring both individual and system outcomes.

7.4 KPIs

7.4.1 There are four KPIs for this priority, which monitor health care. One KPI met the Q3 target. One KPI is Monitor only for Q3. One KPI will be reported in Q4. One KPI did not meet the Q3 target.

- **Number of initial assessments performed as part of the National Diabetes Prevention Programme (RAG rated AMBER) - 75% against a target of 85%.** The target is to use 85% of profiled spaces. Implementation funding is due to be received to support mobilisation. Practice facilitators are being recruited to improve uptake of the NDPP across North Central London (NCL) using this funding.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Attendance at first group of National Diabetes Prevention Programme ⁶¹	Bigger is Better	New for 19/20	85%	85%	75% (A)	New for 19/20	New for 19/20	No benchmark available
Proportion of patients diagnosed with atrial fibrillation that are treated (anticoagulated) in a timely manner (Annual)	Bigger is Better	New for 19/20	85%	Annual	78.5% (17/18) ⁶²	New for 19/20	New for 19/20	London 81.3% England 84.0% (17/18 data)
All social prescribers appointed by Primary Care Networks (Annual) ⁶³	Bigger is Better	New for 19/20	8	8	8 (G)	New for 19/20	New for 19/20	No benchmark available
A number of people referred by Social Prescribers/ Prevention and Wellbeing co-ordinators ⁶⁴	Bigger is Better	New for 19/20	TBC	Due Q4 19/20	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

7.5 Risks

7.5.1 There are two risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) level and have controls/mitigations in place to manage the risks.

⁶¹ This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board, which was approved by Health and Wellbeing Board on the 3 October 2019. The previously reported indicator 'Number of people referred to National Diabetes Prevention Programme' has been closed.

⁶² 78.5% for 2017/18. 19/20 data expected March 2020.

⁶³ This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

⁶⁴ This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.

- **PH12 - Inadequate uptake of Diabetes prevention programme (risk score 6).** If the programme is not advertised and promoted across the borough this could lead to inadequate uptake amongst those most at risk of developing diabetes. NHS England have confirmed a £59k implementation fund for the first year for the whole of North Central London (NCL) CCG to deliver the National Diabetes Prevention Programme, the low-calorie diet pilot and healthy living for people living with Type 2 diabetes. Discussions are being had to decide how best to make use of this amount across the five boroughs. Possible ideas include employment of a couple of practice facilitators to drive these programmes on the ground or a NCL-wide Type 2 diabetes campaign.
- **PH14 - Delivery of dementia focused care (risk score 6).** If prevention and an integrated network is not in place, people with risk of developing dementia and those who already have dementia may have more complex illness and needs. Dementia Friendly Communities events have continued to be held and 106 participants were trained as 'Dementia Friends' in Q3. A Dementia champions meeting has been scheduled to take place in Q4.

Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing	Q3 Status
	Good

7.6 Summary of Actions Good progress

- 7.6.1 A suicide prevention event was held as part of the World Mental Health Day. Partners including the CCG, Mental Health Trust, Barnet Homes, Voluntary Community and Social Enterprise sector, the Police and Middlesex University took part in the event. At the event a training video by Zero Suicide Alliance was presented, views and experiences of residents and frontline staff on suicide prevention were filmed and later posted on social media. The Wellbeing Hub reported instances of Hub users mentioning the campaign about where they had heard of the service. Data from Good Thinking has shown 11,544 people have accessed the platform in the first two years of the service (November 2017 to November 2019). The most frequently visited pages are on Low Mood and Anxiety.
- 7.6.2 There has been work on promoting the SUGAR SMART Barnet campaign. Advertising will be going up around the borough about reducing sugar intake. Consideration is being given to becoming partners with London Refill to further encourage businesses to sign up and provide free reusable water bottle refill stations, as part of the Local Plan commitments for healthier catering commitment such as restrictions for hot food takeaways and water fountain infrastructure. The Local Plan was presented to Policy and Resources Committee on 6 January 2020, with consultation to take place in Q4.
- 7.6.3 Breastfeeding rates are below the annual target. However, this mainly due to poor recording of data and attendance at reviews. Breastfeeding rates have increased among those who attended a review. The 6-8 weeks breast feeding rate was 66.8% but it was 34% among the entire population. There has been ongoing work with the health visiting teams and primary care to improve uptake of the 6-8 weeks health visitor review, which is in addition to the 6-8 weeks GP review; and attendance has been improving. There will also be engagement of external stakeholders to create a whole system approach to supporting and promoting breastfeeding, which includes a multi-agency forum to discuss the breastfeeding strategy for Barnet in January 2020.
- 7.6.4 It is estimated that 30% of primary schools have implemented the inclusion of an additional 20 minutes of daily extra-curricular regular physical activity with the Resilient

Schools programme. The data held on schools is limited due to a low response rate to a survey of physical activity in schools. The Resilient Schools programme is now collecting this data for all schools participating.

7.7 KPIs

7.7.1 There are seven KPIs for this priority, which monitor active and healthy lifestyles. Five are Monitor only for Q3 and the latest results have been reported. Two KPIs will be reported in Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Utilisation of 'Good Thinking' platform (Annual)	Bigger is Better	New for 19/20	10000	Due Q4 19/20	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Proportion of infants breastfed at 6-8 weeks (developmental target) (q)	Bigger is Better	New for 19/20	60%	Monitor	34%	New for 19/20	New for 19/20	England 42.7% (17/18)
Proportion of physically active adults that meet Chief Medical Officer guidelines (e.g. 150 minutes of moderate activity a week) (Annual) ⁶⁵	Bigger is Better	New for 19/20	65%	Monitor	66.5% (17/18) ⁶⁶	New for 19/20	New for 19/20	London 66.4% and England 66.3%
Childhood excess weight (overweight and obesity) prevalence for Reception pupils. (Annual)	Smaller is Better	New for 19/20	19%	Monitor	20% (17/18) ⁶⁷	New for 19/20	New for 19/20	London 21.8%
Childhood excess weight (overweight and obesity) prevalence for Year 6 pupils. (Annual)	Smaller is Better	New for 19/20	30%	Monitor	33.1% (17/18) ⁶⁸	New for 19/20	New for 19/20	London 37.7%
Number of schools participating in Mayors Golden Km ⁶⁹	Bigger is Better	New for 19/20	Monitor ⁷⁰	Due Q4 19/20	Due Q4 19/20 ⁷¹	New for 19/20	New for 19/20	No benchmark available

⁶⁵ This PH KPI differs to that reported under A&S. It captures the two main sources of physical activity data taken from the Health Survey for England (HSE) and the Active Lives Survey (ALS) to give an overall combined score.

⁶⁶ 66.5% for 17/18. 18/19 data expected May 2020.

⁶⁷ 20% for data covering the academic year 17/18 (compared to London average of 21.8%). Data for academic year 18/19 expected Q3 19/20. Data for academic year 19/20 not due until Q3 20/21.

⁶⁸ 33.1% for data covering the academic year 17/18 (compared to London average of 37.7%). Data for academic year 18/19 expected Q3 19/20. Data for academic year 19/20 not due until Q3 20/21.

⁶⁹ From September 2019 this data will be routinely collected as part of the Resilient Schools Programme. A baseline figure will be provided in Q3 19/20 to inform the physical activity strategy due in 2020. The target will be confirmed once the baseline is established e.g. number of schools participating in 20 mins extra physical activity.

⁷⁰ The KPI will be monitored in 2019/20 to collate a baseline with the intention of implementing a target from 2020/21.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of schools contacted about MGK and Daily Mile (c) ⁷²	Bigger is Better	New for 19/20	Monitor ⁷³	Monitor	96	New for 19/20	New for 19/20	No benchmark available

7.8 Risks

7.8.1 There are three risks to delivery of the actions for this priority. These have been assessed at a low (1-3) and medium/low (4 to 6) level and have controls/mitigations in place to manage the risks.

- **PH16 - Management of 'Good Thinking' platform (risk score 2).** The 'Good Thinking' digital platform is managed regionally. There is a risk that implementation may not be tailored to local needs of residents and access to the service may be underutilised. The campaign is continuing. The impact of the campaign will be assessed on digital platform use in Q4.
- **PH17 - Delivery and engagement of the Healthy Weight Strategy (risk score 6).** Improving outcomes linked to the Healthy Weight Strategy requires whole system leadership and consistent engagement. If the Healthy Weight Strategy is not delivered due to a lack of partnership working, prevalence of childhood obesity could increase. Regular meetings are held with commissioned providers to ensure the service is effective. Public Health are undertaking an evaluation of the healthy lifestyle programme provided to Family Services and re-commissioning the Healthy Weight service. The evaluation will inform how the healthy lifestyle service is delivered for teenagers.
- **PH18 - Lack of engagement with schools for Mayors Golden Kilometre (risk score 6).** To ensure schools are engaged with the programme, a physical activity action plan is being developed to support primary schools in the delivery of the daily physical activity programme. The Resilient Schools Programme is promoting 20 minutes of physical activity in schools and has sent out a baseline audit of physical activity in its schools. It has been agreed at life course physical activity will be developed incorporating support for daily physical activity in primary schools and supporting young people to engage in regular physical activity.

Improving services for children and young people	Q3 Status
	Good

7.9 Summary of Actions Satisfactory progress

7.9.1 57 schools are now participating in the Resilient Schools campaign, exceeding the target for the year. A new public health officer is in post to support the expanded programme, alongside the current programme manager. The programme has been amended to ensure that it is deliverable with the increased number of schools. Since October 2019, the programme has delivered multiple events and training courses. A Digital mental health support service for school staff and pupils has been established.

⁷¹ The reporting of the KPI has been delayed until Q4 2019/20 as additional time is required in collating and reviewing the data.
⁷² This is a new KPI identified as part of the revised Health and Wellbeing Delivery Board which was approved by Health and Wellbeing Board on the 3 October 2019.
⁷³ The KPI will be monitored in 2019/20 to collate a baseline with the intention of implementing a target from 2020/21.

Planning is ongoing to launch a digital resilience programme to promote the link between physical activity and mental health.

- 7.9.2 The Trailblazer programme, launched in January 2020, will focus on the west of the borough and be delivered alongside the council's locality hub. There will be two mental health support teams covering 33 education establishments.
- 7.9.3 Actions to support children in need is are ongoing. Secondees to Families First from Westminster Drug Project (WDP remain in post. The focus in Q3 was to ensure joined-up working, with MASH staff now regularly attending GP forums.
- 7.9.4 Barnet CCG has funded additional capacity for Royal Free London Hospital and Barnet, Enfield and Haringey (BEH) Mental Health Trust to address the waiting list for Autism spectrum disorder (ASD) assessments for CYP under 7 years old. The recovery plan started in December 2019 and is expected to be completed by the April 2020. Barnet Community Paediatrics are working to design clinical pathways including the Autism Spectrum Disorder (ASD) pathway, which is part of a borough-wide approach across Barnet. Post-discharge support is being developed for families where a child has received an ASD diagnosis. This is being developed by the BEH in partnership with a wide range of partners including NHS, voluntary sector and parents. A successful ASD strategic group was organised by the CCG and held in October 2019, which will inform the Children's Autism Strategy and Children's/Adults Action Plan planned to be signed off by May 2020.

7.10 KPIs

7.10.1 There are six KPIs for this priority, which monitor services for children and young people. Two KPIs met the Q3 target. One KPI is annual and the latest result has been reported. Two KPIs will be reported in Q4. One KPI did not meet the Q3 target.

- **Waiting times for Autistic Spectrum Disorder assessments (RAG rated RED) – 32.5 weeks against a target of less than 18 weeks.** In Q3, targets for under 7s and over 7s were not met with approximately 300 children waiting for assessment. This was due to demand and capacity issues, which Barnet CCG is working with providers to resolve with extra funding provided.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Number of schools participating in Resilient Schools programme (c)	Bigger is Better	New for 19/20	40 by Q2 19/20	40	57 (G)	New for 19/20	New for 19/20	No benchmark available
Number of schools completed mental Health First Aid training (q)	Bigger is Better	New for 19/20	122 ⁷⁴	41	74 (G)	New for 19/20	New for 19/20	No benchmark available
Positive satisfaction with life among young people (Annual) ⁷⁵	Bigger is Better	New for 19/20	90%	Due Q4 19/20	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

⁷⁴ The target represents all state schools in Barnet.

⁷⁵ The national survey that this statistic was previously taken from has been discontinued. The Public Health team is considering how surveys included in the Resilient Schools Programme can be used to provide similar information.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Emotional wellbeing of looked after children aged 5-16 that is of no concern (Annual)	Bigger is Better	New for 19/20	70%	70%	71.1% (17/18) ⁷⁶	New for 19/20	New for 19/20	London 66.6%
Proportion of children in care with up to date immunisations (Annual)	Bigger is Better	New for 19/20	95% ⁷⁷	Due Q4 19/20	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Waiting times for Autistic Spectrum Disorder assessments (q)	Bigger is Better	New for 19/20	<18 week wait	<18 week wait	32.5 week wait (R)	New for 19/20	New for 19/20	No benchmark available

7.11 Risks

7.11.1 One risk was closed in Q3⁷⁸. There remains one risk to delivery of the actions for this priority. This has been assessed at a low/medium (4 to 6) level and has controls/mitigations in place to manage the risk.

- **PH19 - Capacity of schools and the Resilient Schools programme (risk score 6).** The risk is about the capacity of schools to deliver interventions; and for the Resilient Schools programme expanding into further schools. There has been a change in model of delivery for 2019/20, with support provided through meetings for multiple schools, schools supporting each other, online resources, email/ telephone, and a framework to highlight schools where additional support is needed. There is a revised model for the Resilient Schools to support a wider delivery and a new public health officer will provide additional support to this programme.

Escalations from HWBB

7.12 Escalated KPIs and/or Risks

7.12.1 In addition to the corporate priorities, the **HWBB Annual Delivery Plan** has two **committee priorities**. A thematic overview of performance for Q3 will be provided to the HWBB in March 2020. Any KPIs that did not meet the Q3 target and/or high (15 to 25) level risks are escalated for review by P&R Committee.

7.12.2 There was a *service risk* for the **Continuing improvements on preventative interventions** priority that was scored at a high (15 to 25) level in Q3.

- **PH06 - Pandemic Influenza type disease outbreak (risk score 20).** A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents. [Pandemic Influenza is a national risk and is recorded on the Borough Resilience Forum Risk Register. Local

⁷⁶ This is an annual KPI and 18/19 results are expected in April 2020. The figure for 17/18 was 71.1% against a London average of 66.6%

⁷⁷ The target is to be confirmed with Family Services.

⁷⁸ PH21 - Lack of staffing resources within the CCG was closed in Q3, as responsibility for the risk sits with Barnet CCG.

Authority management of a Pandemic Influenza outbreak is in accordance with the council's category 1 statutory responsibilities and obligations, in line with the Civil Contingencies Act (2004)]. The Multi-Agency Flu plan has been reviewed twice by Barnet's Resilience Forum and will be reviewed by the Council Management Team in Q4 for final sign off. A Pandemic Flu exercise to test the new Flu Plan is planned for February or March 2020.

8. COMMUNITY LEADERSHIP AND LIBRARIES (CLL) COMMITTEE

- 8.1 The **CLL Committee Annual Delivery Plan** sets out the Actions, KPIs and Risks to delivering the corporate priorities in the Corporate Plan (Barnet 2024). It was approved on 7 March 2019 and can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=694&MId=9610&Ver=4>
- 8.2 There are four **corporate priorities** that fall under the remit of CLL Committee. These are set out below. The Q3 status reflects the *overall performance on Actions, KPIs and Risks* for each priority.

Corporate Priority	Outcome	Q3 Status
Keeping Barnet safe	COMMUNITY	Good
Tackling anti-social behaviour and environmental crime	COMMUNITY	Good
Celebrating diverse and strong communities and taking a zero-tolerance approach to hate crime	COMMUNITY	Good
Focusing on the strengths of the community	COMMUNITY	Satisfactory

Keeping Barnet safe	Q3 Status
	Good

8.3 Summary of Actions Good progress

- 8.3.1 Barnet's approach to anti-social behaviour (ASB) puts victims at the heart of the response and delivers enhanced multi-agency interventions to bring relief to neighbourhoods suffering from persistent and complex ASB problems. This work is facilitated and driven through the Community Safety MARAC (Multi-Agency Risk Assessment Case Conference), which meets regularly to review the most persistent and complex ASB cases. In Q3, there were further successful deployments of temporary CCTV cameras to a number of crime, ASB and environmental crime hotspot locations, including East Barnet, as part of a range of measures aimed at deterring offending and identifying and taking firm enforcement action against offenders.
- 8.3.2 The Barnet Safer Communities Partnership has continued to deliver a co-ordinated multi-agency response to repeat ASB to support repeat victims and tackle persistent ASB. In Q3, the Community Safety MARAC co-ordinated interventions across 20 plus cases.
- 8.3.3 The Barnet Safer Communities Partnership has invested in the OWL (Online Watch Link) system to help keep the community safe and updated with the latest crime prevention advice from the Police and Neighbourhood Watch. 24,302 residents were signed up to OWL by end December 2019.

8.4 KPIs

- 8.4.1 There are four KPIs for this priority, which monitor crime and ASB. One KPI met the Q3 target. Three KPIs are Monitor only. One KPI has worsened since last year.
- **Overall crime rate in Barnet – 71.9 compared to 70.3 last year.** The overall crime rate in Barnet has increased in the last twelve months. This increase is reflected across London and is not specific to Barnet. Barnet's crime rate remains well below the London average (89.9) and is ranked the 11th lowest crime rate per 1000 population of all 32 London boroughs.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Complex repeat ASB cases to be problem solved through Community Safety MARAC (q)	Bigger is better	New for 19/20	30	7	22 (G)	New for 19/20	New for 19/20	No benchmark available
Residents signed up to OWL (s)	Bigger is better	New for 19/20	>20000	Monitor	24302	New for 19/20	New for 19/20	No benchmark available
Overall crime rate in Barnet (total notifiable offences) (r)	Smaller is Better	74.12 ⁷⁹	Monitor	Monitor	71.9 ⁸⁰	↓ W +2.3 %	70.3 ⁸¹	London 89.9 (Nov 18 – Oct 19, Met Police)
Overall rate of burglary in Barnet (r)	Smaller is Better	New for 19/20	Monitor	Monitor	9.34 ⁸²	New for 19/20	New for 19/20	London 9.27 (Nov 18 – Oct 19, Met Police)

8.5 Risks

8.5.1 There are two risks to delivery of the actions for this priority. These have been assessed at a low (1 to 3) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- CLL01 - Missed opportunities for early intervention (risk score 9).** Current information sharing on ECINS⁸³ is live and active and in accordance with the Section 115 Crime and Disorder Act 1998 Barnet Information Sharing Agreement. ECINS are now being used for information sharing across the Community Safety MARAC, Domestic Abuse MARAC and the IOM panel. The new Information Sharing Agreement, drafted with the Community Safety Team and Information Management Team, was approved by the Safer Communities Partnership Statutory working group in October 2019 and the partner agencies are signing up to the agreement.
- CLL02 - Under-utilisation of OWL system (risk score 3).** Lack of effective multi-agency oversight could lead to under-utilisation of the OWL system resulting in loss of interest by residents as a source of information on crime prevention and the Barnet Safer Communities Partnership. The OWL system has been promoted across the Safer Communities Partnership and public feedback has been positive, with high uptake by residents. An update on OWL and its use for communication and engagement will be presented to the Community Safety Partnership in April 2020.

⁷⁹ Rolling 12 months to February 2019

⁸⁰ Rolling 12 months to October 2019 (1 November 2018 to 31 October 2019)

⁸¹ Rolling 12 months to November 2018

⁸² Rolling 12 months to October 2019 (1 November 2018 to 31 October 2019)

⁸³ Empowering Communities Inclusion and Neighbourhood Management System is the tool used by the partnership to record crime and disorder

8.6 Summary of Actions Good progress

- 8.6.1 The Barnet Safer Communities Partnership has been working with the Police and other partner agencies to deliver a co-ordinated response to repeat ASB locations, supporting repeat victims and tackling persistent ASB. This approach has included the use of Public Space Protection Orders (PSPOs) as well as focused multi-agency days of action in persistent hotspot areas. As part of this approach, an additional PSPO was launched to target ASB linked to street drinking in the High Barnet Area. The PSPOs are supplemented by focused multi-agency days of action in persistent hotspot areas. There are now five PSPOs live in Burnt Oak (Street drinking ASB); Edgware Town Centre (Street drinking ASB); Childs Hill (Street drinking ASB), High Barnet (Street drinking ASB) and a Dog Control PSPO. The Joint Tasking Group (JTAG) meeting has been monitoring data on ASB, which is showing that the PSPOs continue to be effective in reducing the types of ASB that they have been targeting, including a reduction in alcohol related calls to the London ambulance service in the street drinking PSPO areas.
- 8.6.2 Barnet's Safer Communities partners work together at the Community Safety MARAC, which meets regularly to review the most persist and complex ASB cases; and the JTAG, which focuses on location based ongoing ASB issues. In Q3, the Community Safety Team worked with the Police and a range of other agencies (including Housing Services, Family Services and the Probation Service) to reduce crime and ASB in a number of areas across the borough, including East Barnet.

8.7 KPIs

- 8.7.1 There are four KPIs for this priority, which monitor ASB. Two KPIs met the Q3 targets. One KPI is annual and will be reported in Q4. One KPI did not meet the Q3 target.
- **Volume of ASB calls to police – 9,574 against a Q3 target of 7,855 (RAG rated RED).** There has been an increase in the volume of ASB calls to the Police in Banet compared to the last year (8,101). This increased trend has been reflected across London (with over 28,000 more ASB calls to Police in the last 12 months from January 2018 to December 2019). ASB calls in Barnet have remained substantially lower than the average for London (London wide comparative figure is 272,426. Per 1000 population rate Barnet vs London comparison: Barnet 24.7 calls per 1000 population, London: 30.9 calls per 1000 population).

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
PSPOs implemented (s)	Bigger is Better	New for 19/20	3 ⁸⁴	3	5 (G)	New for 19/20	New for 19/20	No benchmark available
Volume of ASB calls to police (r)	Smaller is Better	New for 19/20	7855 ⁸⁵	7855	9574 ⁸⁶ (R)	↓ W +10%	8108	No benchmark available

⁸⁴ The target is three PSPOs implemented at any point in time.

⁸⁵ A 5% reduction vs. 2017/18 baseline of 8,268 calls.

⁸⁶ Rolling 12 months to December 2019 (January 2018 to 31 December 2019).

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Multi-agency action plans in place to address high impact ASB and environmental crime areas (s)	Bigger is Better	New for 19/20	6 ⁸⁷	6	12 (G)	New for 19/20	New for 19/20	No benchmark available
Community engagement and communication campaigns delivered per year (Annual)	Bigger is Better	New for 19/20	2	Annual	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available

8.8 Risks

8.8.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- CLL03 – Challenges to Public Space Protection Orders (PSPOs) (risk score 8).** A range of options are used to respond to emerging place based ASB issues, with a PSPO considered only after other options have been used and the issues persist. Oversight is provided by the Community Safety MARAC, JTAG and the ASB Delivery Group. There has been reduction in ASB where PSPOs are in place, including a reduction in calls to the Police for street drinking related ASB and to the London Ambulance Service for alcohol related emergencies. The PSPOs have received positive feedback from residents.
- CLL04 - Ineffective enforcement of PSPOs (risk score 9).** There are currently five active PSPOs. Four are alcohol related and the fifth is the Dog Control PSPO. All are monitored via the Community Safety Multi Agency Risk assessment conference and the JTAG process. The most recent PSPO was implemented in High Barnet on 1 November 2019 for Alcohol related ASB. The overall risk remains relatively low and enforcement of the PSPOs will continue to be monitored by the JTAG.
- CLL05 – Ineffective community engagement (risk score 6).** To ensure resources are targeted in areas with the most persistent and severe ASB, analysis (overseen by an Analysis Core Group) is undertaken to join up information across the Safer Communities Partnership. Work has continued on the Community Safety Strategic Assessment to provide a picture of the changing trend of crime and ASB in the borough. The Assessment will be used to inform the refresh of the Community Safety Strategy. Additionally, the Community Safety Team is participating in cross-border working groups, which facilitate and enhance information sharing and co-ordination of responses across a wider geographical area.

⁸⁷ The target is to have at least six active plans in place at any point in time.

8.9 Summary of Actions Good progress

- 8.9.1 The Barnet Zero Tolerance to Hate Crime Project is part of the Barnet Safer Communities Partnership's commitment to working together to improve access to justice for victims of Hate Crime and making it easier for people to report Hate Crime and get the support they need. The project has been supported with funding secured from MOPAC and brings together the council, Police, Barnet Mencap and other VCS partners to increase the profile and reach of Barnet's Hate Crime Reporting Centres. Reported incidence of racist and religious Hate Crime in Barnet (770) has remained below the London average (770 incidents equate to a Barnet rate per 1000 population of 1.99, compared with a London average of 2.06 per 1000 population). However, the Barnet Safer Communities Partnership recognises that Hate Crime is underreported both locally and nationally. The Partnership, especially the Barnet Zero Tolerance to Hate Crime project, works to raise awareness about Hate Crime and encourages people to report it if they are a victim of it or witness it.
- 8.9.2 There are now over 500 Hate Crime Awareness Champions in the borough and the project continues to have good engagement from the nine Hate Crime Reporting Centres. The project has exceeded the target to deliver five Hate Crime Awareness Workshops in 2019/20, with seven workshops delivered. The Zero Tolerance to Hate Crime project has a target to hold 10 Hate Crime Training Sessions across the partnership. Six Training Sessions have been held with over 50 staff and four more are planned for Q4. The number of staff trained (53) is slightly behind target (58). However, it is expected that the year-end target will be met.
- 8.9.3 During National Hate Crime Awareness week in October 2019, more than 200 residents and partnership staff signed up to become Hate Crime Reporting Champions, bringing the total this year to 255.
- 8.9.4 The Communities Together Network (CTN) is Barnet's forum for the council, Police, CCG and VCS to share information on issues relating to community participation, cohesion and safety. The theme this year is to promote Strong, Successful and Resilient Communities. The CTN is led by Community Participation and Equalities at Barnet Council and takes place four times a year. The CTN did not take place in Q3 due to pre-election regulations for the General Election.

8.10 KPIs

- 8.10.1 There are seven KPIs for this priority, which monitor hate crime. Three KPIs met the Q3 targets. One KPI is Monitor only and has worsened since last year. Three KPIs did not meet the Q3 target.
- **Racist and religious hate crime – 770 hate crimes were reported** in the 12 months up to October 2019 compared to 731 last year. Hate Crime is underreported both locally and nationally. Consequently, the partnership and especially the Barnet Zero Tolerance to Hate Crime project has continued to raise awareness about Hate Crime and encourage people to report it if they are a victim of Hate Crime or witness it
 - **Hate Crime Reporting Centres (RAG rated AMBER) – 9 against a Q3 target of 10 Hate Crime Reporting Centres to be open at any time in Barnet.** The project remains one centre short of its target. Due to the intense focus on community and

resident engagement in Q3, including as part of Hate Crime Awareness Week, the project did not manage to complete the recruitment of additional reporting centres. However, the project is actively working with a number of organisations to prepare them to join the scheme and is expected to induct a number of these as Hate Crime reporting centres during Q4.

- **Number of staff to receive training across the partnership (RAG rated AMBER) – 53 against a Q3 target of 58.** The Barnet Zero Tolerance to Hate Crime project has a target to hold 10 Hate Crime Training Sessions across the partnership in 2019/20. Six Training Sessions have been held with 53 staff on Hate Crime awareness and reporting. Four more Training Sessions are planned for Q4 to train an additional 50 staff across the partnership. The number of staff trained (53) is slightly behind the Q3 target (58). The project is confident that with the training scheduled for Q4 that the year-end target will be met.
- **Number of Community Together Network (CTN) meetings held per year (RAG rated RED) – 0 against a Q3 target of 1.** The CTN did not take place in Q3 due to pre-election regulations for the General Election.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Racist and religious hate crime reported (r)	N/A	729 ⁸⁸	Monitor	Monitor	770 ⁸⁹	↓ W +6.9%	731 ⁹⁰	No benchmark available
Hate Crime Reporting Centres in Barnet (s)	Bigger is Better	New for 19/20	10 ⁹¹	10	9 (A)	New for 19/20	New for 19/20	No benchmark available
Residents signed up as Hate Crime Awareness Champions (c)	Bigger is Better	New for 19/20	50	40	255 ⁹² (G)	New for 19/20	New for 19/20	No benchmark available
Training sessions delivered across the partnership (c)	Bigger is Better	New for 19/20	10	6	6 (G)	New for 19/20	New for 19/20	No benchmark available
Number of staff to receive training across the partnership (c)	Bigger is Better	New for 19/20	100	58	53 (A)	New for 19/20	New for 19/20	No benchmark available
Number of Hate Crime Awareness Workshops delivered (c)	Bigger is Better	New for 19/20	5	4	7 (G)	New for 19/20	New for 19/20	No benchmark available
Number of CTN meetings held per year (q)	Bigger is Better	New for 19/20	4	1	0 (R)	New for 19/20	New for 19/20	No benchmark available

⁸⁸ Rolling 12 months to February 2019.

⁸⁹ Rolling 12 months to October 2019 (November 2018 to October 2019).

⁹⁰ Rolling 12 months to October 2018

⁹¹ The target is for minimum of 10 Hate Crime Reporting Centres to be in operation at any one time.

⁹² During National Hate Crime Awareness week in October 2019, more than 200 residents and partnership staff signed up to become Hate Crime Reporting Champions, bringing the total this year to 255.

8.11 Risks

8.11.1 There are two risks to delivery of the actions for this priority. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **CLL06 – Lack of consistent communication (risk score 9 - reduced from 12).** Actions are planned throughout the year to encourage the reporting of hate crime. The Zero Tolerance to Hate Crime project is in its second full year and is building on the success demonstrated last year. The project has been performing well, with training delivered to over 120 partnership staff during the last 18 months; workshops attended by over 230 service users; and recruitment of over 150 residents and staff as Hate Crime Reporting Champions. Actions are planned from now through to March 2020, in partnership with Barnet Mencap, the Police and other partnership organisations. A briefing update on the project was presented to the Safer Communities Partnership Board in October 2019.
- **CLL07 - Hate Crime awareness training programme (risk score 8).** A failure across the partnership to give sufficient priority to engaging with the Hate Crime Awareness training programme could limit its effectiveness and harm the ability of the partnership to provide a co-ordinated response to Hate Crime. The Barnet Zero Tolerance to Hate Crime project is in its second full year and is building on the success demonstrated last year. The training programme has delivered training to over 120 partnership staff during the last 18 months (in addition to the workshops which were attended by over 230 service users). Training has been delivered to the Hate Crime Reporting Centres and staff across partner organisations. In Q3, this included training sessions for Job Centre Plus staff in Barnet. Training is also being delivered to some NHS teams in Barnet.

Focusing on the strengths of the community

Q3 Status

Satisfactory

8.12 Summary of Actions

Satisfactory progress

8.12.1 More Barnet staff have been using their Employer Supported Volunteering (ESV) days, with several team volunteering sessions seeing staff out in the local community supporting Voluntary Community and Faith Sector (VCFS) organisations over the autumn and winter. Volunteering opportunities for residents have continued to be promoted by Volunteering Barnet's brokerage service, as well as through the council's communications channels such as Barnet First magazine. The current contracts with partners are approaching the end date in 2020, and planning is ongoing for the next phase of community participation in Barnet. This will build a stronger partnership with the VCFS and harness the strengths and assets in local communities.

8.13 KPIs

8.13.1 There are five KPIs for this priority, which monitor community engagement. One KPI met the Q3 target. Two KPIs are annual and will be reported as part of the Residents' Perception Survey⁹³. Two KPIs did not meet the Q3 targets.

- **Number of hours of 121 surgeries (RAG rated RED) – 6 against a Q3 target of 9.** This KPI refers to the number of 121 meetings held with representatives from the

⁹³ Due to a number of high-level consultations, the Residents Perception Survey has been postponed until the spring 2020.

VCFS. There was a low number of referrals to the service in Q3. The contract organisation will be seeking to boost the number of referrals for surgeries and the council will be using its reach and contacts in the sector to promote the surgeries in Q4. It is anticipated that the year-end target will be met.

- **Number of new residents registering to be a volunteer (RAG rated AMBER) – 540 against a Q3 target of 562.** The contract organisation underwent a change of key personnel, which left them short staffed. Staffing has been resolved and it is expected that the target will be achieved by year-end.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Residents who agree that people pull together to help improve the area (Annual) ⁹⁴	Bigger is Better	51% (Autumn 17)	54%	54%	Survey on hold ⁹⁵	No RPS 18/19	No RPS 18/19	No benchmark available
Number of hours of 121 surgeries (q)	Bigger is Better	New for 19/20	36	9	6 (R)	New for 19/20	New for 19/20	No benchmark available
Number of Funders Fairs (bi-annual)	Bigger is Better	New for 19/20	2	2 by Q3 19/20 ⁹⁶	2 (G)	New for 19/20	New for 19/20	No benchmark available
Residents who volunteer at least once a month (Annual) ⁹⁷	Bigger is Better	30 (Autumn 17)	33%	33%	Survey on hold ⁹⁸	No RPS 18/19	No RPS 18/19	No benchmark available
Number of new residents registering to be a volunteer (c)	Bigger is Better	New for 19/20	750	562	540 (A)	New for 19/20	New for 19/20	No benchmark available

8.14 Risks

8.14.1 There is one risk to delivery of the actions for this priority⁹⁹. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risk.

- **G&C050 - Availability of resources to the voluntary sector (risk score 12 – increased from 9).** The voluntary sector is supported through partnership activity. The current contracts with partners are approaching the end date in 2020, and planning is ongoing for the next phase of community participation in Barnet. Work on the Barnet community directory has been paused pending a review of this product to be more in line with its original scope. The risk score has increased from 9 to 12 due to the approaching end date of the existing contracts.

⁹⁴ Annual KPI from the Residents' Perception Survey (RPS).

⁹⁵ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

⁹⁶ KPI reported bi-annually so target for Q3.

⁹⁷ Annual KPI from the Residents' Perception Survey (RPS).

⁹⁸ Due to a number of high-level consultations, the Resident Perception Survey has been postponed until the spring 2020.

⁹⁹ G&C051 - Working with the Voluntary Community Faith Sector (VCFS) has been merged with G&C050 – Availability of resources to the voluntary sector.

8.15 Escalated KPIs and/or Risks

8.15.1 There were no escalations in relation to CLL Committee priorities.

9. POLICY AND RESOURCES (P&R) COMMITTEE

- 9.1 P&R Committee has six **committee priorities**, which were set out in the **P&R Committee Annual Delivery Plan**. This was approved on 20 February 2019 and can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>
- 9.2 An update on these **committee priorities** is provided in **Appendix C**. Any KPIs that have not met target and/or high (15 to 25) level risks are escalated for review below.

Escalations from P&R Committee

9.3 Escalated KPIs and/or Risks

- 9.3.1 There are five KPIs for the **Ensuring we have strong financial management** priority. Four KPIs are Monitor only for Q3 (see Appendix C). One KPI did not meet the Q3 target.
- **Implemented high and medium audit recommendations relating to fundamental financial systems (RAG rated RED) – 51% against a target of 90%**. Six out of 13 high priority actions were not implemented. These actions related to audits of Accounts Payable; Pension Fraud Finance and Investment and the Highways Programme. 14 out of 28 medium priority actions were not implemented. These actions related to audits of Accounts Payable; Pension Fund Finance and Investment; Pensions Admin; Integra Access & Program Change Management; and Accounts Receivable – Debt Management and Collection.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Implemented high and medium audit recommendations relating to fundamental financial systems (q)	Bigger is better	New for 19/20	90%	90%	51% (R)	New for 19/20	New for 19/20	No benchmark available

- 9.3.2 There were three *service risks* for the **Ensuring we have strong financial management** priority that were scored at a high (15 to 25) level in Q3.
- **FIN002 - Implementation of 2019/20 savings (risk score 20)**. If the MTFS savings identified for 2019/20 are not fully implemented, this could lead to non-achievement of MTFS targets and an overspend on the revenue budget. Monthly monitoring arrangements and budget setting processes are in place to manage the risk. Savings targets are being closely monitored though there has been some slippage. Recovery plans are being developed to deliver further savings and reduce the level of overspend.
 - **FIN001 - Impact of political uncertainty on Finances (risk score 15)**. The uncertainty of the national and regional political landscape, legislative changes and local government funding changes that affect council services could lead to further reduction of the multi-year budget. The Council Management Team has identified actions to help mitigate the existing overspend, such as incorporating critical analysis of savings delivery into monthly budget monitoring reports. Action plans for savings over

the MTFS were presented to P&R Committee on 6 January 2020 and detailed the MTFS and a draft budget for 2020/21.

- **FIN003 – Ineffective financial controls (risk score 15).** Ineffective internal controls, governance arrangements or policies and procedures could lead to an increased risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption. Following a review of internal controls in 2018 by Grant Thornton, an action plan was developed. The control environment continues to be improved through (1) testing of controls to identify any further control weaknesses; and (2) reviewing actions to implement improvements to controls. There is regular reporting to Finance SMT and updates to the Internal Control Board. A detailed review of controls is being undertaken to identify areas where further improvements are needed along with the implementation of the audit programme.

9.3.3 In addition to the risks in the Annual Delivery Plan, there was a *strategic* and *joint risk* for this priority that were scored at a high (15 to 25) level in Q3.

- **STR19 - Failure of third-party Pension administrator meeting standards (risk score 16 – increased from 12).** Poor performance levels could lead to delays in meeting statutory deadlines such as annual benefit statements and/or member benefits being inaccurate or paid late which could result in enforcement action by the Pensions Regulator. Performance of the administration function is below the minimum acceptable level. A remediation plan is in place with progress against target dates being monitored. A pension team has been established to identify service gaps, agree on necessary actions and monitor implementation.
- **CSG55 - Poor delivery of pension service by administration team (risk score 16 – increased from 9).** Poor management of pensions administration could lead to scheme members experiencing delays in receiving benefits and/or inaccurate pension information resulting in enforcement actions by the Pensions Regulator. A remediation plan is in place with progress against target dates being monitored. Enhanced scrutiny has identified new failings for which corrective actions and timescales are being agreed with the pension administrator.

9.3.4 There is one KPI for the **Continuing to work effectively with strategic partners** priority, which monitors attendance at strategic partnership meetings. This KPI did not meet target in Q3. 75% of those who accepted a meeting invite attended the strategic partnership meeting in Q3. There was a high level of attendance with representation from most partner organisations. There are in total 16 partner organisations with attendance from 12 at Partnership Board on the 4 December 2019. The figures were impacted by the quarterly Community Together Network (CTN) not being held due to pre-election regulations, which typically has higher attendance.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Overall attendance at strategic partnership meetings	Bigger is Better	New for 19/20	80%	80%	75% ¹⁰⁰ (A)	New for 19/20	New for 19/20	No benchmark available

¹⁰⁰ The result is an estimate based on attendance at the Partnership Board and CTN meetings.

9.3.5 There was a *service risk* for the **Being resilient as a local authority** priority that was scored at a high (15 to 25) level in Q3.

- **AG020 - Audit actions not implemented (risk score 16).** If audit actions are not implemented, this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. In Q2, 78% of high priority actions were completed by the deadline. This was below the target of 90%. Q3 focused on following-up on a sample of medium priority actions in addition to the high priority actions. The risk score will remain unchanged until there is assurance that the implementation of audit actions is sustainable and consistent. An update on the implementation of Q3 high priority actions was presented to Audit Committee on 30 January 2020.

10. BUDGET FORECASTS

General Fund

10.1 The General Fund revenue forecast for 2019/20 as at Q3 is a net overspend of £1.418m. This is a favourable movement of £2.788m on the Q2 forecast of £4.206m overspent. This Q3 forecast is stated after the contributions to and from specific and general earmarked reserves totalling £5.482m (net drawdown), as shown in Table 1. Excluding these reserve movements, the net forecast overspend would be £6.899m (previously £7.807m at Q2).

Table 1: Revenue forecast (Q3 2019/20)

Service	Revised Budget £000	Q3 Forecast £000	Variance from Revised Budget Adv/(fav) ¹⁰¹ £000	Reserve Move-ments £000	Forecast after Reserve Move-ments (Adv/(fav) £000	Variance after Reserve Move-ments Adv/(fav) £000
Adults and Health	115,862	119,179	3,316	(697)	118,482	2,620
Assurance	5,690	6,539	849	(779)	5,760	70
Children's Family Services	67,480	68,888	1,408	0	68,888	1,408
Growth and Corporate Services	40,492	43,941	3,449	(1,281)	42,660	2,168
Environment	11,689	15,681	3,992	(2,474)	13,207	1,518
Finance	59,885	53,769	(6,115)	(250)	53,519	(6,366)
Total	301,098	307,997	6,899	(5,482)	302,515	1,418

10.2 Overall, the position is improved, through a combination of use of reserves and reduced operational costs. There is reasonable confidence regarding the deliverability of this overall position, although the scope for mitigating actions is extremely limited should unanticipated new costs arise before year end. Based on the assessment of risks undertaken with service areas, there is some confidence that the overall position is more likely to improve further. While a key priority for the council will remain the delivery of the best outturn position possible, the report also notes that some planned areas of savings and mitigations have not been fully delivered. Consideration should therefore be given to early planning for the delivery of planned savings in next financial year, as well as exploring the scope to 'catch up' on unachieved savings from the current year. Use of reserves was forecast to be £3.601m at Q2, and this has risen by £1.881m to £5.482m at Q3.

10.3 The key movements in the forecast are summarised below.

10.4 Adults and Health: The current forecast is for the service to overspend by £2.620m (Q2 forecast was £2.976m). This change relates to an improvement in the income forecast from Finchley Lido Leisure centre, after negotiations with the service provider (GLL).

¹⁰¹ Adv/fav refers to an adverse or favourable position. An adverse position would be a budget overspend. An adverse variance would mean the position has got worse since the last reported period.

The overall overspend is chiefly due to the cost of social care placements, as activity has proven to be higher than anticipated.

- 10.5 Considerable risks remain for this demand led area in the final months of the year, but it is considered that the key risks have been provided for in the current forecast at a reasonable level, and that the resulting forecast (shown above) is expected to be delivered, based on detailed assessment of the additional costs now anticipated and the scope to put in place mitigating actions. Further commentary on risks and mitigations for this area are included elsewhere in this report.
- 10.6 Children's Family Services: The forecast overspend for 2019/20 is £1.408m (Q2 forecast was for a 1.161m overspend). This is the result of both favourable and adverse changes in Children's Social Care 0-25 service where additional income is now expected beyond previous forecasts. More recently, there has been a decrease in anticipated placement costs, and a decrease as a result of fewer unaccompanied asylum seekers accessing the services.
- 10.7 Growth and Corporate Services: The forecast overspend for 2019/20 as at Quarter 3 is £2.168m (Q2 reported a forecast of £2.488m overspent). This improvement is mainly due to review of spending plans through Quarter 4, including areas where previously anticipated spending is now deferred or cancelled.
- 10.8 Environment: The current forecast overspend for 2019/20 is £1.518m (Q2 reported a forecast of £2.048m overspent). The favourable movement is mainly the result of an improved position within Street Scene services. The Q3 projections have been adjusted to account for the £0.231m additional costs Street Scene have incurred because of the remedial works at Oakleigh Depot. There was a further reduction in other forecast costs across Street Scene relating agency cost forecasts, and a further £0.051m across other services. The overall position also includes a drawdown of reserves to support tree planting and also to help manage shortfalls in income from parking (an additional release of further from the Special Parking Account).
- 10.9 Finance (incl. Capital Finance): The projected outturn for 2019/20 is £6.366m compared to £4.464m reported at Q2. The improvement is due to an updated rent allowance forecast in Revenue and Benefits, as well as planned funding for strategic contract realignment costs. The overall underspend is driven by the revenue costs of capital investment being lower than anticipated.

Housing Revenue Account (HRA)

- 10.10 The current forecast for the HRA is for a deficit of £2.7m, to be funded from the HR reserve. This is a £1.1m deterioration from the revised budget, which targeted a £1.6m deficit. However, the revised budget removed a planned £9.1m contribution to capital expenditure (further to the lifting of the borrowing cap), so the overall position for the year remains substantially better than previously planned.

Table 2: Housing Revenue Account (Q3 2019/20) forecast

	Original Budget	Actual to date	Q3 Forecast	Variance from Budget Adv/(Fav)
	£000	£000	£000	£000
Dwelling rents	(48,633)	(33,553)	(49,863)	(1,254)
Service and other charges	(8,897)	(5,685)	(8,255)	755
Housing management	20,473	15,998	22,384	1,823
Repairs and maintenance	7,570	5,703	7,580	10
Provision for bad debts	250	0	280	30
Regeneration	837	(69)	546	(291)
Capital charges	30,134	0	30,134	0
Revenue Contribution to Capital	9,074	0	0	0
Interest on balances	(95)	(4)	(95)	0
HRA (Surplus) / Deficit	10,713	(17,610)	2,712	(1,073)
Transfers to/(from) reserves	(10,713)		(2,712)	(1,073)
HRA (Surplus) / Deficit	0		0	0

Dedicated Schools Grant (DSG)

10.11 The Dedicated Schools Grant (DSG) budget for 2019/20 has been revised to take into account the brought forward reserve of £1.543m and additional funding from Central Government. With these additions to the budget the DSG adopted planned spend of £222.012m in 2019/20. The current forecast shows a reduced used of the brought forward reserve, which will leave £0.594m to be carried forward to 2020/21. This is due to the underspending against the Growth Fund, partly (but not fully) offset by increased expenditure in the High Needs block.

Table 3: Dedicated Schools Grant (Q3 2019/20)

Service	Original Budget	Actuals for Q3 19/20	Q3 19/20 Forecast	Variance
	£000	£000	£000	£000
Schools				
Individual Schools Budget	141,985	110,771	141,785	(200)
Growth Fund	2,028	331	463	(1,565)
Central schools expenditure	1,287	283	1,287	0
ESG retained funding	897	0	897	0
Sub-total	146,196	111,385	144,431	(1,765)
Early Years Block	28,928	16,374	28,928	0
High Needs Block	46,888	24,926	48,059	1,171
Sub-total	222,012	152,685	221,418	(594)
DSG Income	(220,469)	(114,573)	(220,469)	0
DSG c/f	(1,543)	0	(949)	594

Service	Original Budget £000	Actuals for Q3 19/20 £000	Q3 19/20 Forecast £000	Variance £000
Total	(222,012)	(114,573)	(221,418)	594
Net DSG	0	38,112	0	0

Capital Programme

10.12 The capital investment programme has been substantially realigned as part of the drafting of the budget for 2020/21 and the updating of the MTFs. This was received in the January 2019 meeting of the Committee (item 7). In line with the Committee's approval of that item, the capital budget for the current year as set out in this report has been revised to reflect the new profile of capital investment. This means that the overall programme of £1,153m now includes a planned level of expenditure of £298.2m in the current year. This is a reduction for the anticipated current year expenditure of £182m, from £480m (as reported for Q2) to £298m (as set out in the revised MTFs). This revision takes into account known change in the delivery profile of all schemes.

10.13 The forecast as at 31 December 2019 on the council's 2019/20 capital programme is £362.475m; £326.140m relates to the General Fund programme, including the Brent Cross project (£172.407m), and £36.335m relates to the HRA capital programme.

Table 4: Capital forecast (Q3 2019/20)

Service	19/20 Revised Budget £000	19/20 Forecast £000	Variance from Approved Budget £000	Spend to date £000
Adults and Health	15,294	15,294	0	11,121
Children's Family Services	21,003	22,216	1,213	18,002
Growth and Corporate services	76,890	74,517	(2,373)	47,853
Environment	22,301	28,621	6,320	9,327
Brent Cross	101,312	172,407	71,095	65,661
Regional Enterprise (Re)	10,427	13,085	2,658	9,685
General Fund Programme Total	247,227	326,140	78,913	161,649
HRA (Barnet Homes)	51,000	36,335	(14,665)	28,788
Grand Total	298,227	362,475	64,248	190,437

11. SAVINGS

11.1 In 2019/20 the council budgeted to deliver £19.965m of savings. Table 5 (below) summarises the value of savings that are expected to be achieved against that savings programme. It shows that £16.744m of savings is expected to be delivered by year end, representing 84% of the target (which is the same as projected last month). Delivery of these savings is included in the forecasts reported above.

Table 5: Savings (Q3 2019/20)

Service	MTFS Savings Target 2019/20	Savings Delivered as at Q3 19/20	Total Savings Expected to be Delivered	(Gap)/Over to Plan	Service Area Gap
	£000	£000	£000	£000	%
Adults and Health	(7,518)	(6,397)	(6,636)	(882)	11.7%
Assurance	(43)	(27)	(27)	(16)	37.6%
Children's Family Services	(3,912)	(2,993)	(3,912)	0	0.0%
Growth and Corporate Services	(3,925)	(2,029)	(2,252)	(1,673)	42.6%
Environment	(4,567)	(2,805)	(3,917)	(650)	14.2%
Total	(19,965)	(14,251)	(16,744)	(3,221)	

Addressing the overspend

- 11.2 The forecast overall overspend position requires mitigation, in accordance with financial regulations. Recovery plans detailing management actions have been developed. Clearly, improvement has been secured between month 8 and month 9 (although this is in part due to use of reserves). Work continues to be undertaken to reduce both the overall cost of operations and the reliance on reserves.
- 11.3 The General Fund balance as at 1 April 2019 was £15.083m (excluding schools' balances). The net overspend of £1.418m would ordinarily reduce the General Fund balance as at 1 April 2020, however the General Fund balance will be maintained by a corresponding transfer from the earmarked MTFS reserve.

12.1 STAFFING

- 12.1 There were 1816 staff in established posts (1500 FTEs) and 343 agency staff (260 agency FTE) in December 2019 (see tables 7a and 7b). Spend on agency staff was £11.1m in Q3 (see table 8).
- 12.2 Sickness absence has increased slightly from 7.44 days in September 2019 to 8.31 days in December 2019 (see table 9a) – slightly higher than the same time last year (8.07 days in December 2018). Long-term sickness absence (5.11 days) continues to impact on the overall rate, with absences most notable in Street Scene (8.47 days).

Table 7a: LBB Establishment¹⁰² (December 2019)

Service	Headcount			FTE		
	Jun-19	Sep-19	Dec-19	Jun-19	Sep-19	Dec-19
Adults and Health	347	339	341	312	303	303
Assurance	97	111	115	94	108	112
Children's Services	673	662	636	477	469	459
Commissioning Group	12	12	14	10	10	12
Education and Skills	13	13	22	7	7	10
Environment (incl. Street	532	534	546	457	460	471

¹⁰² Source: HR Establishment Pack

Service	Headcount			FTE		
	Jun-19	Sep-19	Dec-19	Jun-19	Sep-19	Dec-19
Scene)						
Finance	50	58	55	47	55	53
Growth and Corporate Services	76	76	87	70	70	80
Overall	1800	1805	1816	1474	1482	1500

Table 7b: LBB Agency¹⁰³ (December 2019)

Service	Headcount			FTE		
	Jun-19	Sep-19	Dec-19	Jun-19	Sep-19	Dec-19
Adults and Health	25	21	23	15	17	20
Assurance	1	5	2	1	4	1
Children's Services	126	133	139	72	100	111
Environment (incl. Street Scene)	159	161	140	86	117	101
Finance	15	17	24	8	13	16
Growth and Corporate Services	11	15	15	5	10	11
Overall	337	352	343	186	261	260

Table 8: Expenditure on Agency Staff (Q3 2019/20)

Service	Q3 18/19	Q3 19/20	Change	18/19 Full Year Actual	19/20 Full Year Forecast*
	£000	£000	%	£000	£0000
Adults and Health	987	956	-3	1,827	1,017
Assurance	0	78	100	15	118
Children's Family Services	7,229	5,108	-29	9,512	6,503
Environment	1,813	2,992	65	2,831	3,688
Finance	79	1,159	1363	136	1,592
Growth and Corporate Services	301	625	107	795	867
HRA	0	96	100	1	1,020
Capital	1,143	87	0	973	116
Total	11,552	11,101	-4	16,090	14,921

Table 9a: Sickness Absence (December 2019)

Service	Average days lost per FTE (rolling 12 months) ¹⁰⁴		
	Jun-19	Sep-19	Dec-19
Adults and Communities	6.42	6.32	8.07
Assurance	3.96	2.06	2.97

¹⁰³ Source: Agency data extracted from Matrix 10 days after the end of the month. The figures exclude agency staff outside of Matrix and non-active agency staff e.g. not paid or contract ended on Matrix.

¹⁰⁴ Source: HR Dashboard (average over rolling 12 months)

Service	Average days lost per FTE (rolling 12 months) ¹⁰⁴		
	Jun-19	Sep-19	Dec-19
Children's Services	7.19	8.13	8.94
Environmental Services	1.16	0.28	0.46
Finance	1.04	1.81	2.86
Growth and Corporate Services	1.28	0.57	0.63
Street Scene	11.77	11.21	12.06
Overall	7.33	7.44	8.31

Table 9b: Breakdown of Sickness Absence (December 2019)

Service	Average days lost per FTE (rolling 12 months) ¹⁰⁵		
	Dec-19	Long-term absence	Short-term absence
Adults and Communities	8.07	5.05	3.02
Assurance	2.97	1.97	1.00
Children's Services	8.94	4.59	4.35
Environmental Services	0.46	0	0.46
Finance	2.86	1.43	1.43
Growth and Corporate Services	0.63	0	0.63
Street Scene	12.06	8.47	3.59
Overall	8.31	5.11	3.20

¹⁰⁵ Source: HR Dashboard (average over rolling 12 months)

13. REASONS FOR RECOMMENDATIONS

13.1 These recommendations are to provide the Committee with relevant budget, performance and risk information in relation to the corporate and committee priorities in the Corporate Plan (Barnet 2024) and P&R Committee Annual Delivery Plan. This paper enables the council to meet the budget agreed by Council in March 2019.

14. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

14.1 None.

15. POST DECISION IMPLEMENTATION

15.1 None.

16. IMPLICATIONS OF DECISION

16.1 Corporate Priorities and Performance

16.1.1 The report provides an overview of performance for Q3 2019/20, including budget forecasts, savings, progress on actions, KPIs and risks.

16.1.2 The Q3 2019/20 results for all Corporate Plan and Delivery Plan KPIs are published on the Open Barnet portal at <https://open.barnet.gov.uk/dataset>

16.1.3 Robust budget, performance and risk monitoring are essential to ensure that there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities as set out in the Corporate Plan (Barnet 2024) and Annual Delivery Plans.

16.1.4 Relevant council strategies and policies include the following:

- Medium Term Financial Strategy
- Corporate Plan (Barnet 2024)
- P&R Committee Annual Delivery Plan
- Performance and Risk Management Frameworks.

16.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

16.2.1 The budget forecasts are included in the report. More detailed information on financial performance is provided to Financial Performance and Contracts (FPC) Committee.

16.3 Social Value

16.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract

management process.

16.4 Legal and Constitutional References

16.4.1 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 to take actions which are calculated to facilitate, or are conducive or incidental to, the discharge of any of their functions.

16.4.2 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. The definition as to whether there is deterioration in an authority’s financial position is set out in section 28(4) of the Act.

16.4.3 The council’s Constitution, Article 7 Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources Committee:

(1) To be responsible for:

- Strategic policy, finance and corporate risk management including recommending: Capital and Revenue Budget; Medium Term Financial Strategy; and Corporate Plan to Full Council
- Finance including: Treasury management Local taxation; Insurance; Corporate procurement; Grants; Writing-off debt; Virements; Effective use of resources
- Procurement Forward Plan
- Local Plans (except for matters reserved to Full Council)
- Information Technology
- Strategic Partnerships
- Customer Services and Resident Engagement
- Emergency Planning

(2) To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

(3) Consider for approval budget and business plan of the Barnet Group Ltd.

(4) To determine fees and charges for services which are the responsibility of the committee and to note decisions taken by Theme Committees, the Planning Committee and Licensing Committee on fees and charges within the remit of those committees.

16.4.4 The council’s Financial Regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

16.5 Risk Management

16.5.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum) and any high (15 to 25) level risks are reported to the relevant Theme Committee and Policy and Resources Committee. The strategic risks and all high (15 to 25) level risks associated with the priorities for this Committee are outlined in the report.

16.6 Equalities and Diversity

- 16.6.1 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
 - Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.
- 16.6.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; marriage and civil partnership, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 16.6.3 In order to assist in meeting the duty the council will:
- Try to understand the diversity of our customers to improve our services.
 - Consider the impact of our decisions on different groups to ensure they are fair.
 - Mainstream equalities into business and financial planning and integrating equalities into everything we do.
 - Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

- 16.6.4 This is set out in the council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity>

16.7 Corporate Parenting

- 16.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to this report.

16.8 Consultation and Engagement

- 16.8.1 Consultation on the new Corporate Plan (Barnet 2024) was carried out in the summer 2018. The Corporate Plan was approved by Council in March 2019.

16.9 Insight

- 16.9.1 The report identifies key budget, performance and risk information in relation to the Corporate Plan (Barnet 2024).

17. BACKGROUND PAPERS

- 17.1 Council, 5 March 2019 – approved Corporate Plan (Barnet 2024)
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=9456&Ver=4>
- 17.2 P&R Committee, 20 February 2019 – approved Annual Delivery Plan
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>

Developed as a part of the collaborative **Data to Intelligence Project** between Waltham Forest Council, Hackney Council, Tower Hamlets Council, and Ofsted



Children's services Analysis Tool (ChAT)

Based on Ofsted's ILACS Annex A dataset (2019)

Barnet

13 November 2019

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Headline figures

Contacts

Contacts in the last 6 months	9,124
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Early Help / Common / Targeted Assessments

Early Help in the last 6 months	1,316
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Referrals

Referrals in the last 6 months	1,331
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Social Care Assessments

Total assessments in the last 6 months	3,452
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Assessments completed in the last 6 months	3,124
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Ongoing assessments	328
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Section 47 enquiries and Initial Child Protection Conferences (ICPCS)

Section 47 enquiries in the last 6 months	427
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ICPCs that started from an S47 in the last 6 months	127
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Children in Need (CIN)

Total CIN in the last 6 months	2,953
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CIN started in the last 6 months	1,323
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CIN ceased in the last 6 months	1,305
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Current children in need (snapshot)	1,648
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Child Protection Plans (CPP)

Total CPP in the last 6 months	297
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CPP started in the last 6 months	123
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CPP ceased in the last 6 months	112
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Current children subject of a child protection plan (snapshot)	185
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Children Looked After (CLA)

Total CLA in the last 6 months	416
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CLA started in the last 6 months	98
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CLA ceased in the last 6 months	79
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Current children looked after (snapshot)	337
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Care leavers

Care leavers currently in receipt of leaving care services	311
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Adoptions

Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months	35
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Children adopted in the last 12 months	11
--	----

Children waiting to be adopted (snapshot)	23
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Children with decision reversed in the last 12 months	0
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Adopters

Prospective adopters in the last 12 months	0
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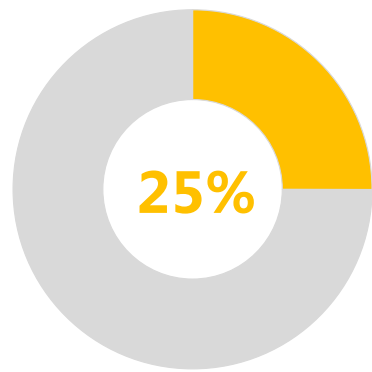
Contacts in the last 6 months

from 14/05/2019
to 13/11/2019

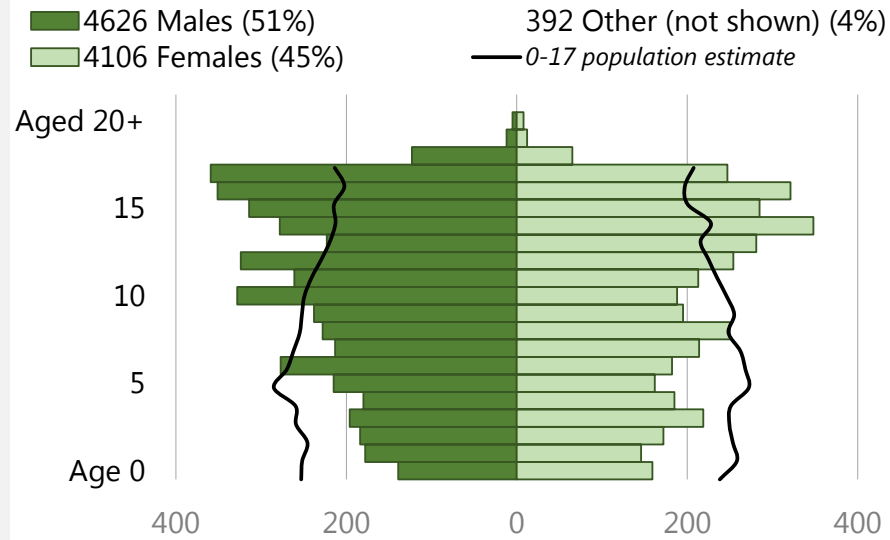
9124 contacts

Contacts that also appear on the Referrals list

Yes No



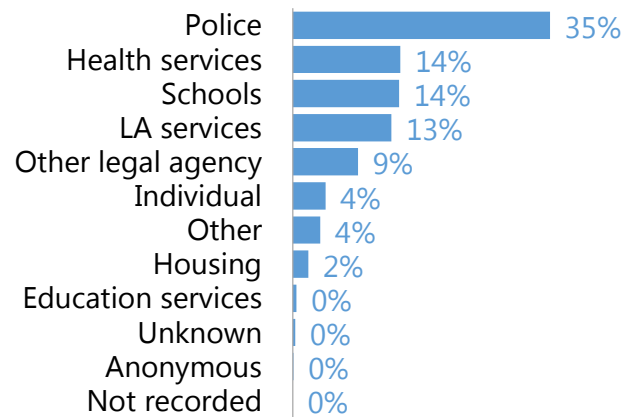
Age and gender



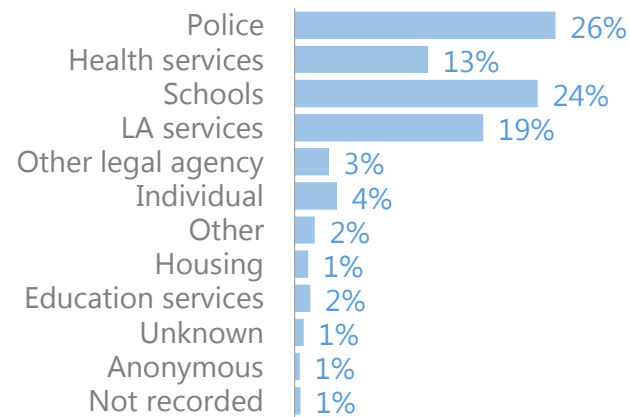
Other' includes not recorded, not stated, or neither M/F

Source of contacts compared to source of referrals

Contact source



Referral source comparison



Children with multiple contacts in period



Ethnic backgrounds

White	26%
Mixed	10%
Asian or Asian British	6%
Black or black British	15%
Other ethnic group	12%
Not stated	26%
Not recorded	2%

See page 20 for comparisons

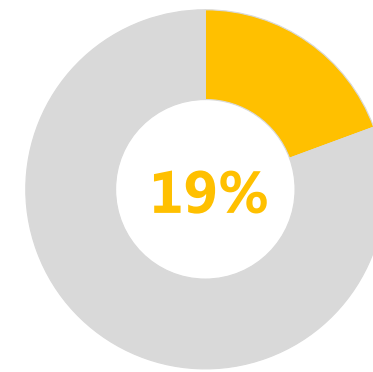
Early Help in the last 6 months

from 14/05/2019
to 13/11/2019

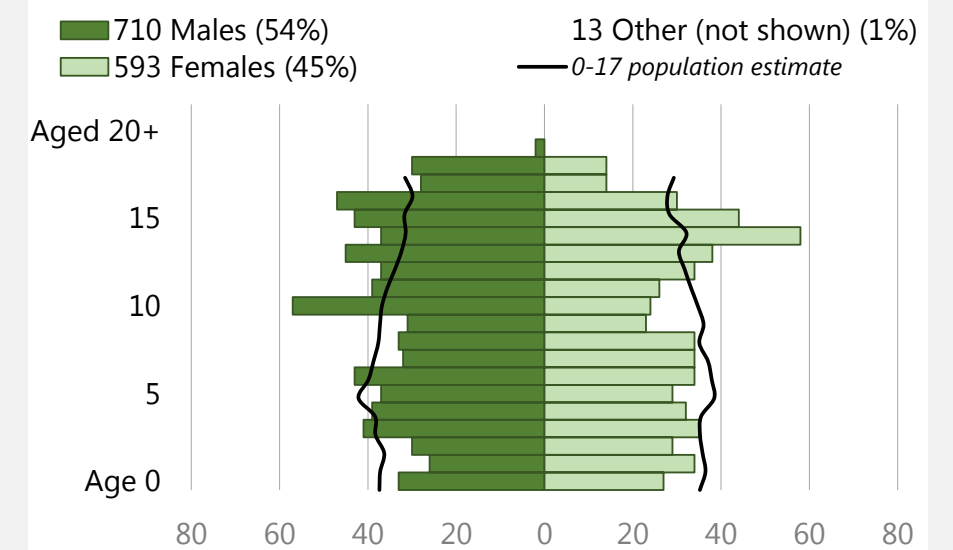
1316 Early Help / Common / Targeted Assessments

Early Help cases that also appear on the Referrals list

Yes No

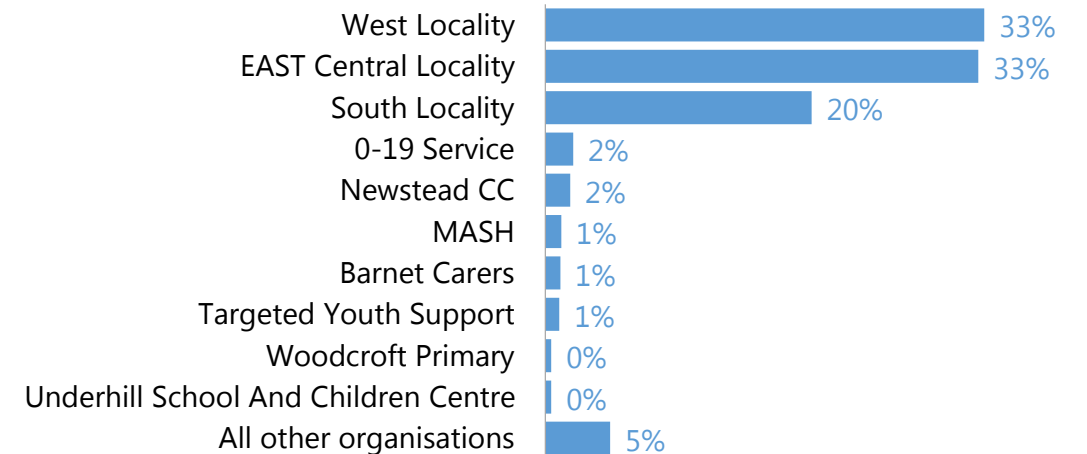


Age and gender

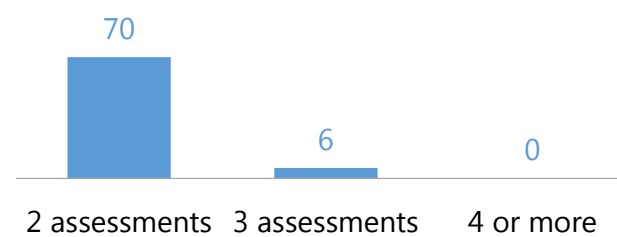


Other' includes not recorded, not stated, or neither M/F

Organisation completing assessment



Children with multiple records in period



Ethnic backgrounds

White	33%
Mixed	13%
Asian or Asian British	7%
Black or black British	17%
Other ethnic group	10%
Not stated	15%
Not recorded	1%

See page 20 for comparisons

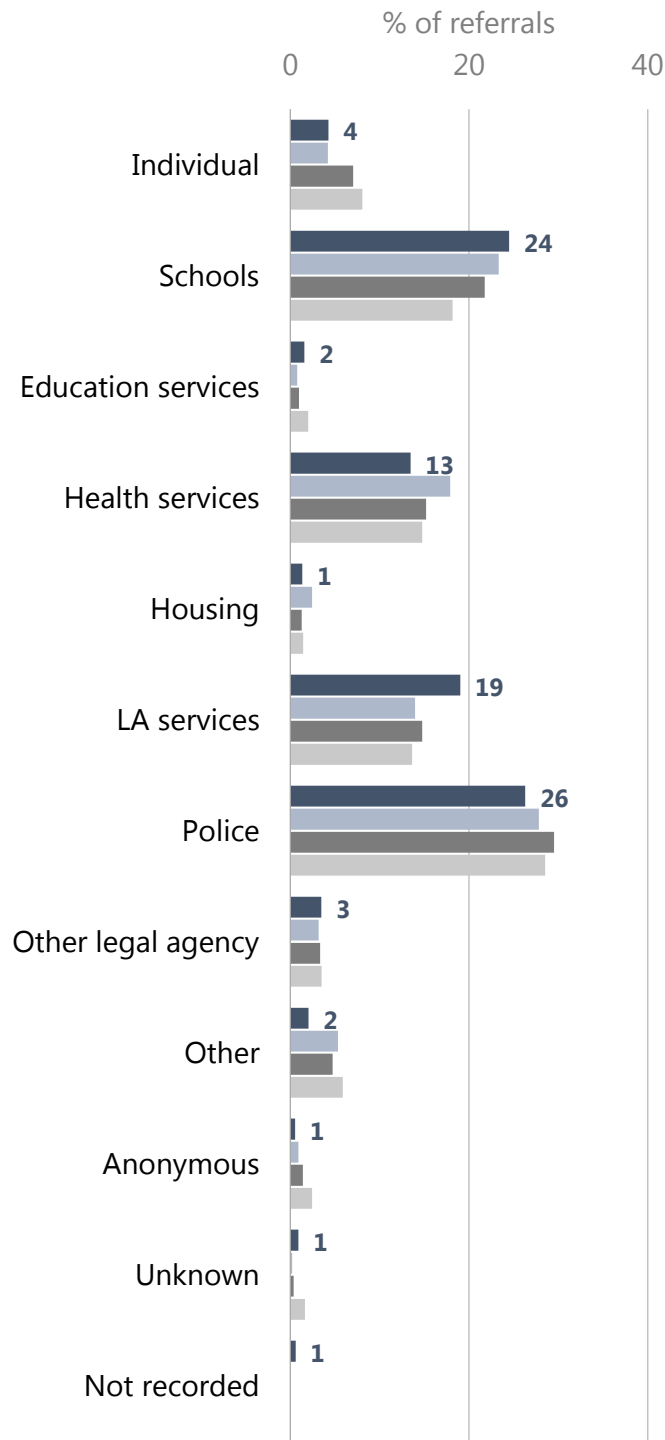
Referrals in the last 6 months

from 14/05/2019
to 13/11/2019

1331 referrals

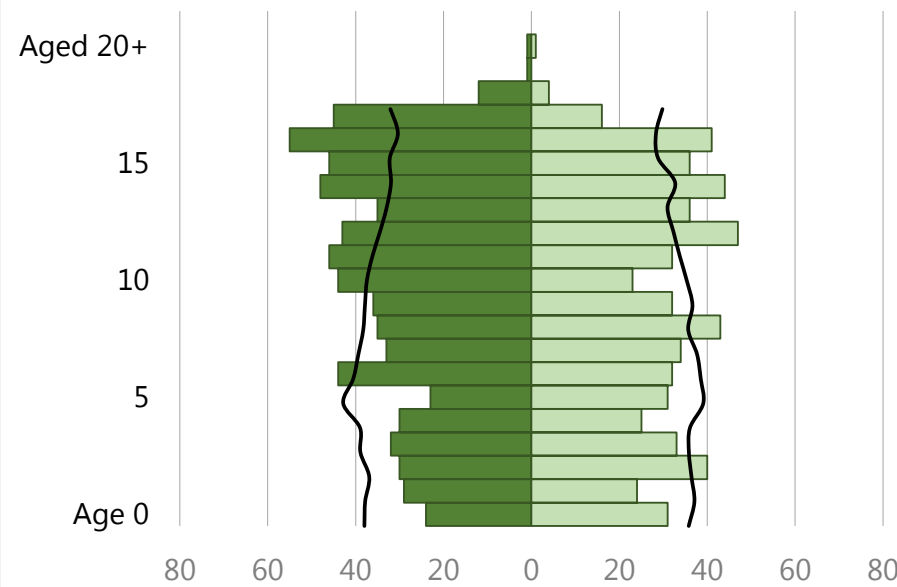
Source of referral

■ Last 6 months ■ LA 17-18 ■ SNs 17-18 ■ Eng 17-18



Age and gender

692 Males (52%)
605 Females (45%)
34 Other (not shown) (3%)
— 0-17 population estimate



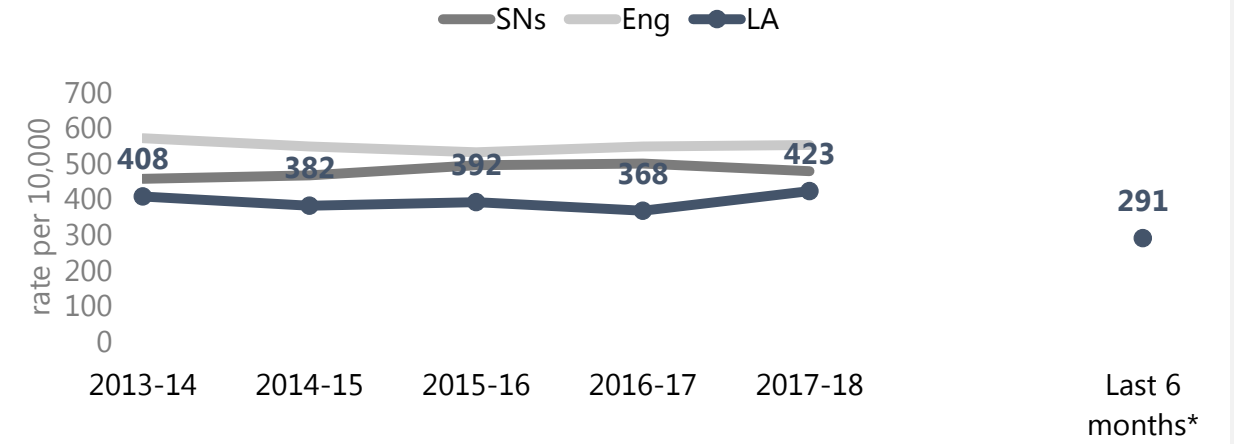
Other' includes not recorded, not stated, or neither M/f

Ethnic backgrounds

White	28%
Mixed	12%
Asian or Asian British	9%
Black or black British	20%
Other ethnic group	17%
Not stated	11%
Not recorded	1%

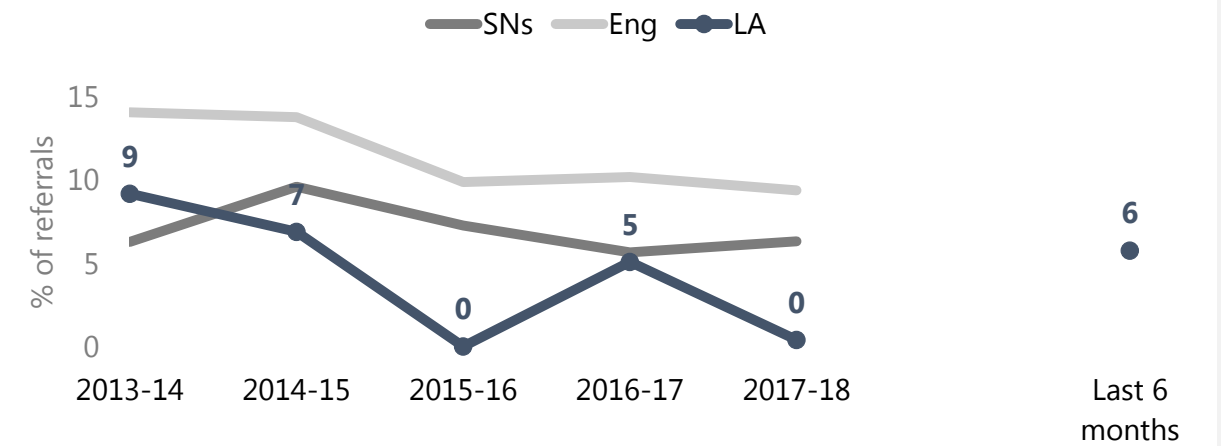
See page 20 for comparisons

Rate of referrals per 10,000 children aged 0-17



*Annualised rate for comparison purposes

Referrals with No Further Action (NFA)

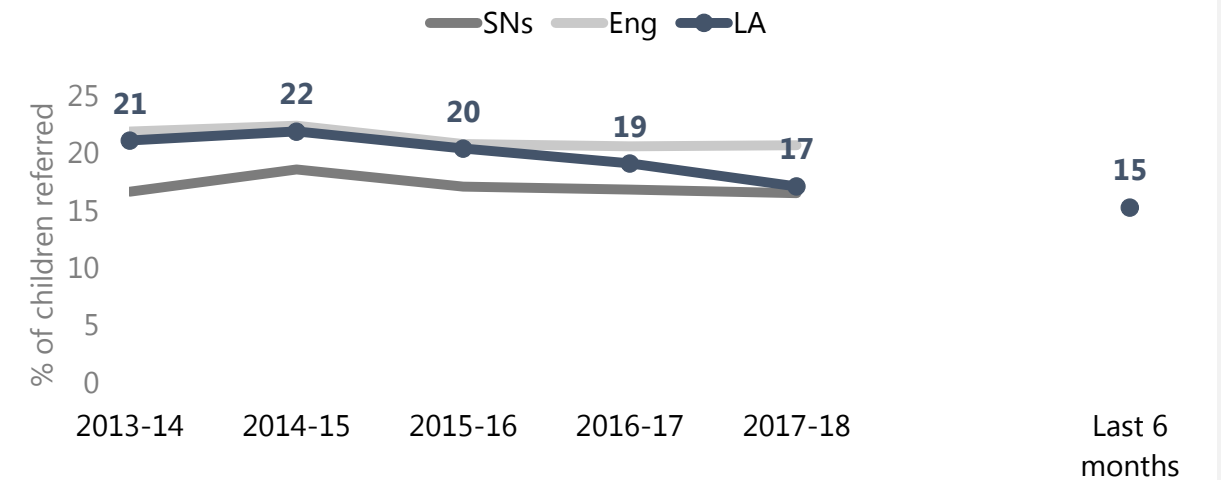
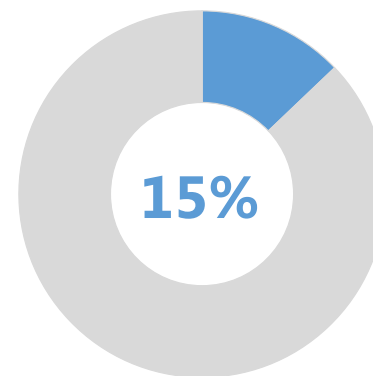


Re-referrals: children with a previous referral within 12 months of their latest referral

194 children with previous referrals within 12 months of latest referral

First referral	1,077
1 prev referral	169
2 prev referrals	18
3 prev referrals	7
4+ prev referrals	0
Not recorded	0

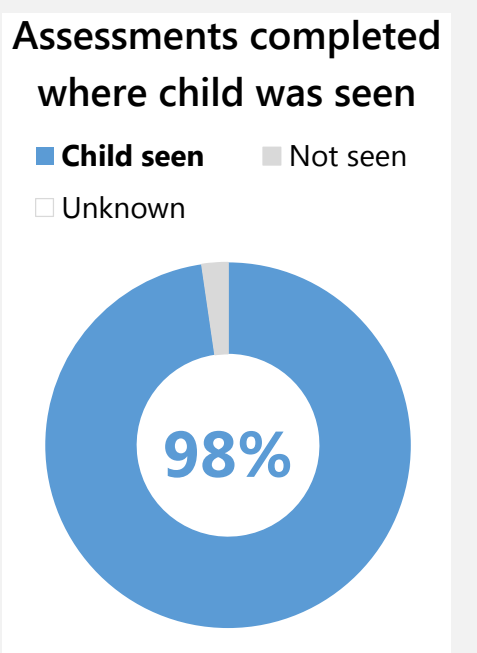
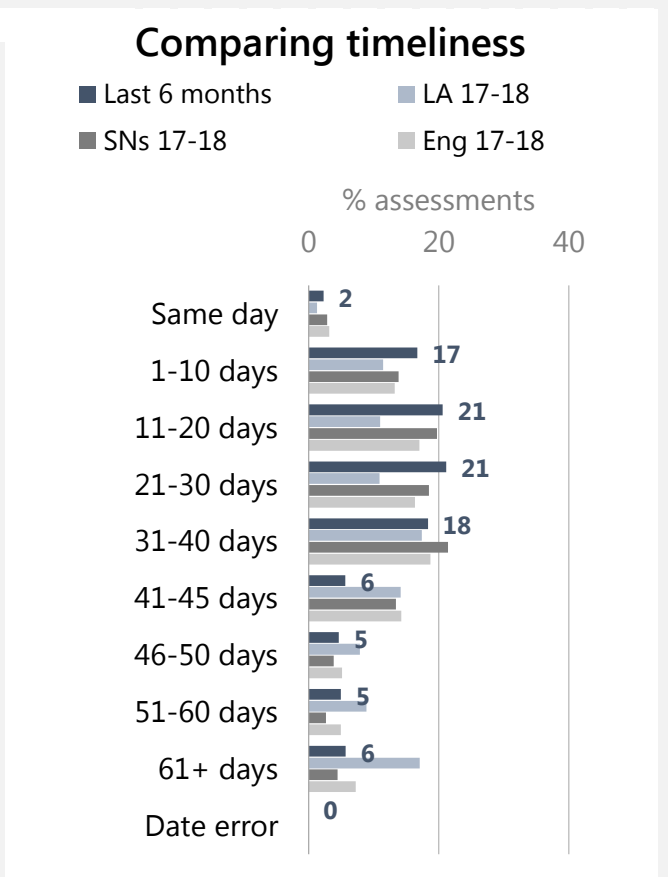
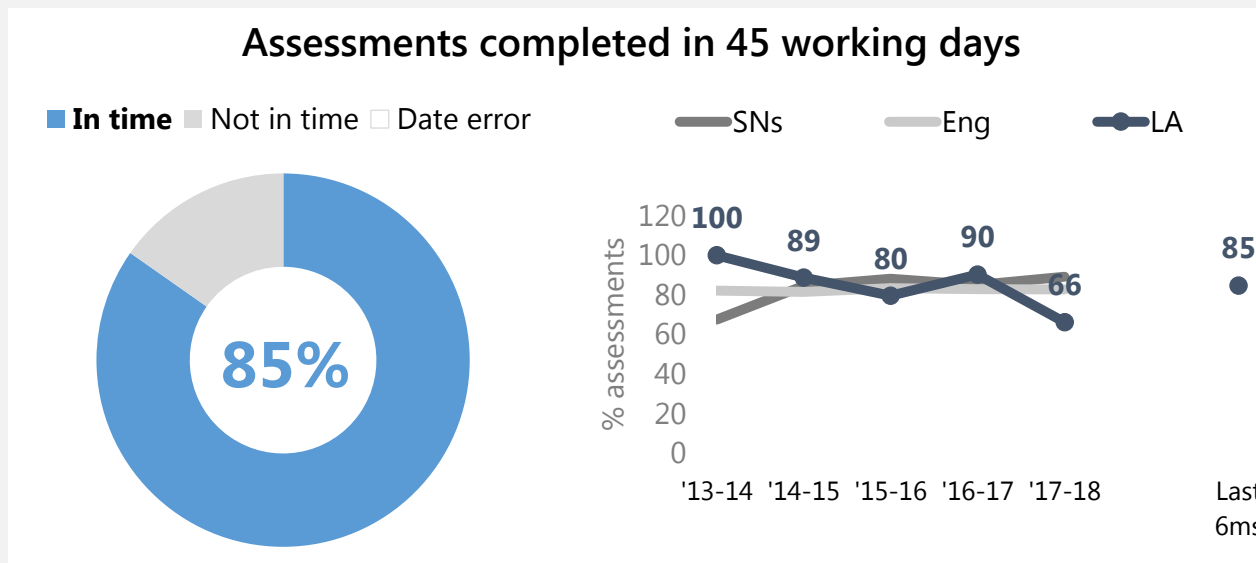
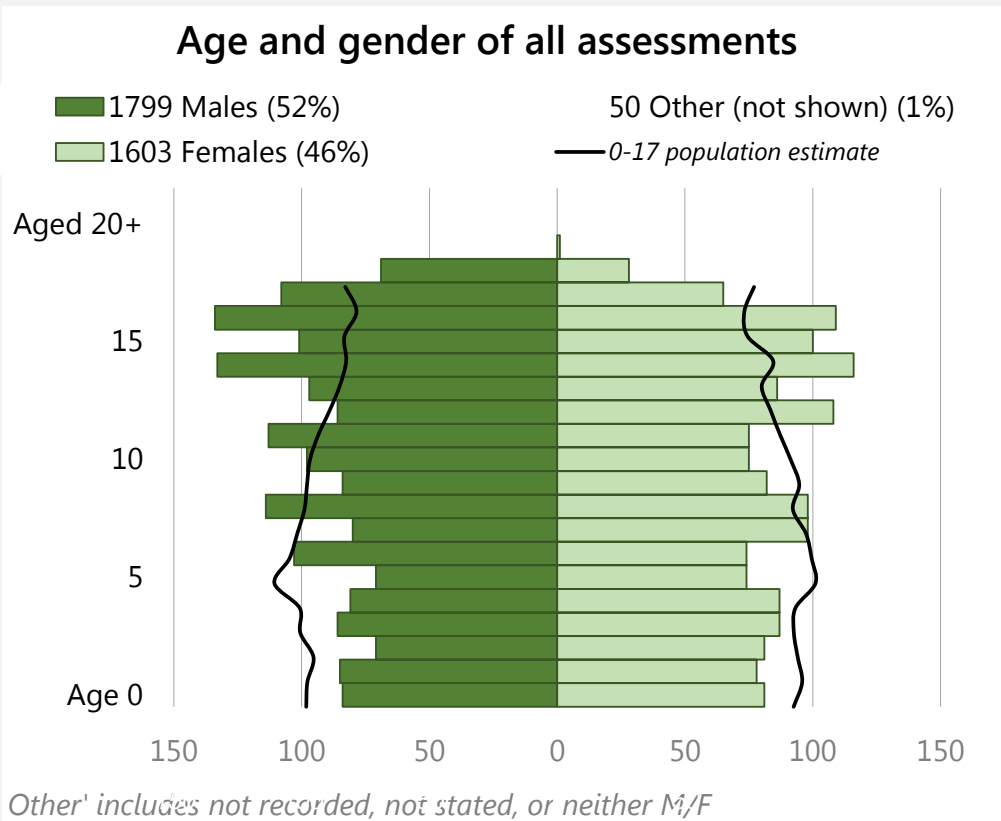
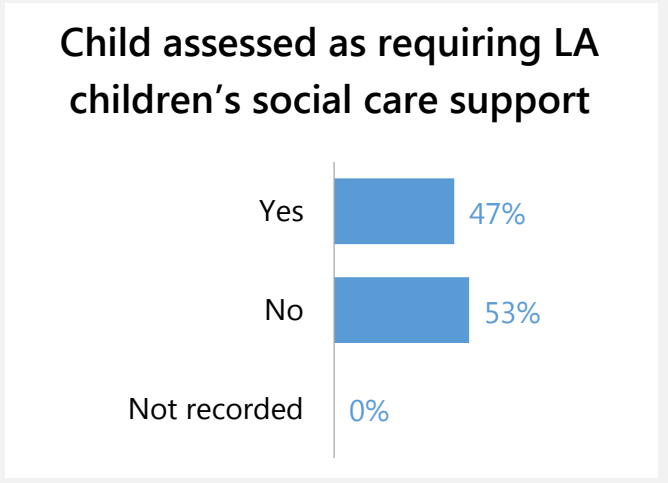
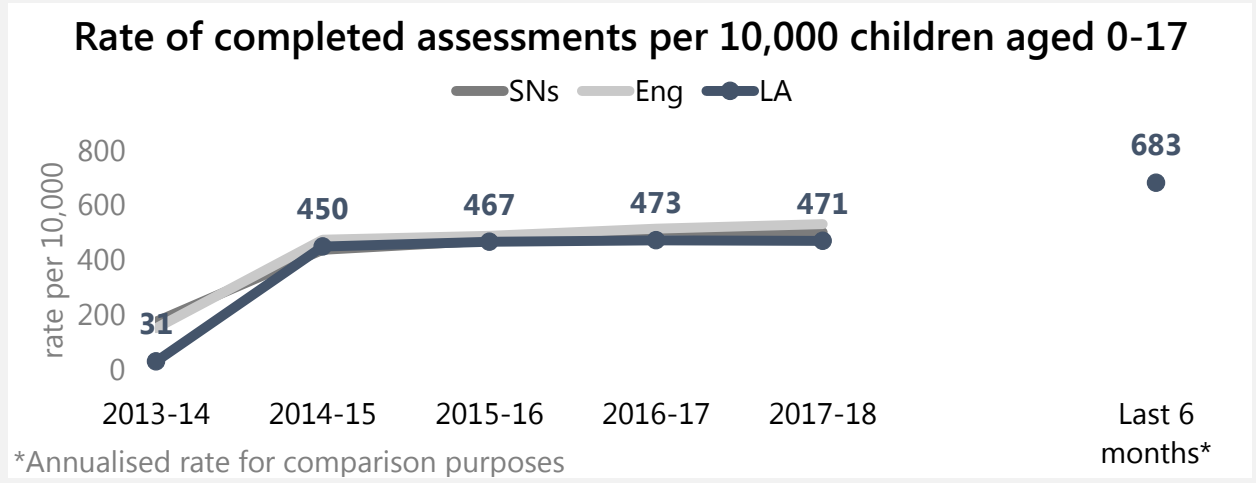
■ Re-referral ■ First referral □ Not recorded



Assessments in the last 6 months

from 14/05/2019
to 13/11/2019

3452 total assessments
328 open assessments
3124 completed assessments

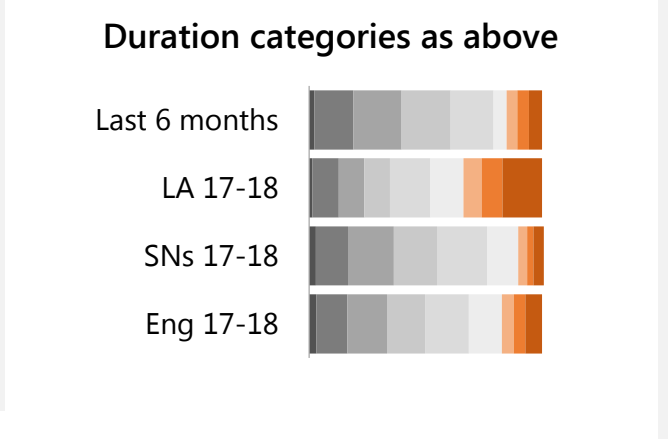
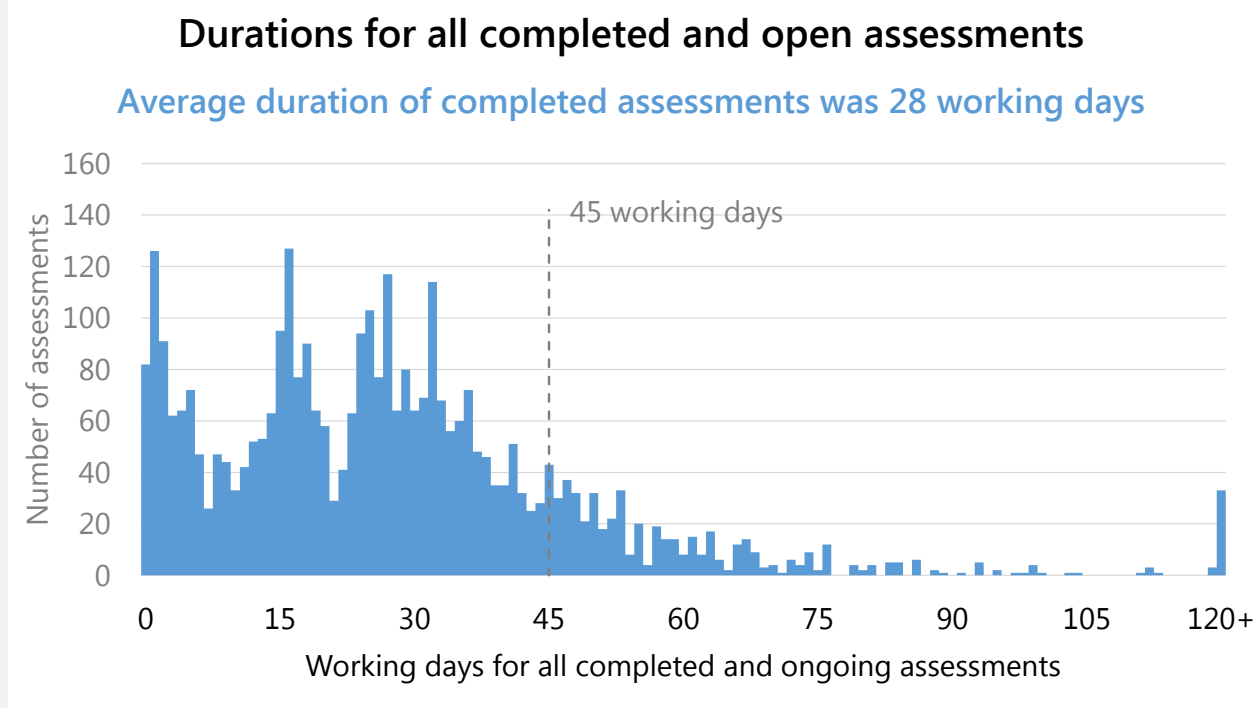


Ethnic background

White	35%
Mixed	16%
Asian or Asian British	7%
Black or black British	21%
Other ethnic group	16%
Not stated	4%
Not recorded	0%

See page 20 for comparisons

163 assessments (5%)
for children with a disability

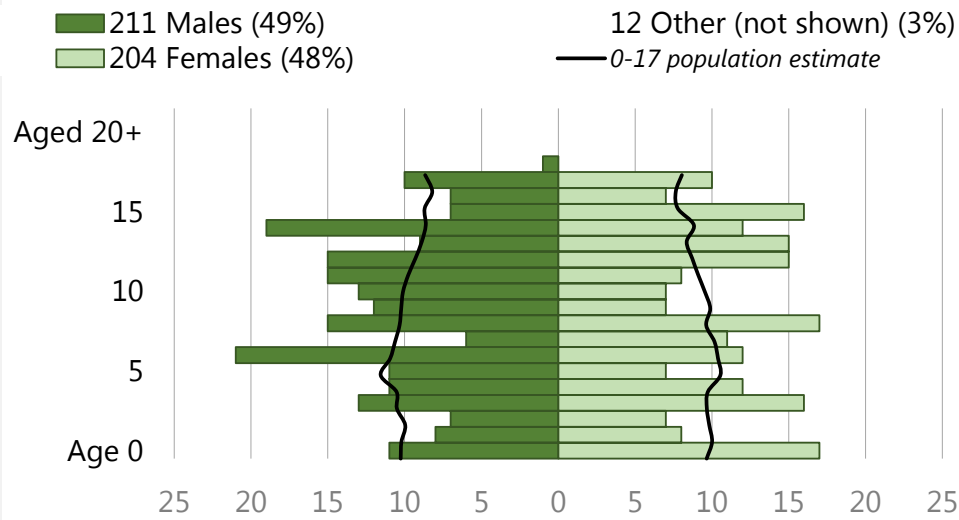


Section 47 enquiries in the last 6 months

from 14/05/2019
to 13/11/2019

427 Section 47 enquiries

Age and gender



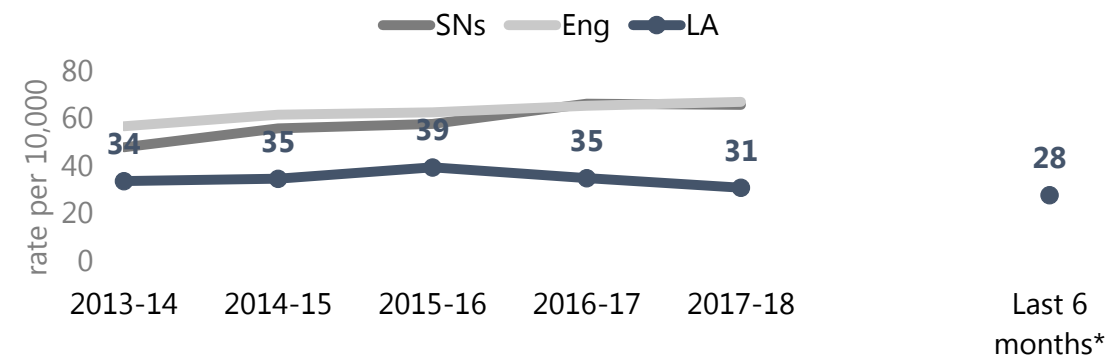
Other' includes not recorded, not stated, or neither M/F

127 Initial Child Protection Conferences (from S47 in period)

65% of completed S47s **did not require an ICPC**

ICPC not required may include S47s for open CPP where ICPC was not required, and may exclude children where an ICPC was required but has not yet occurred

Rate of ICPCs per 10,000 children aged 0-17



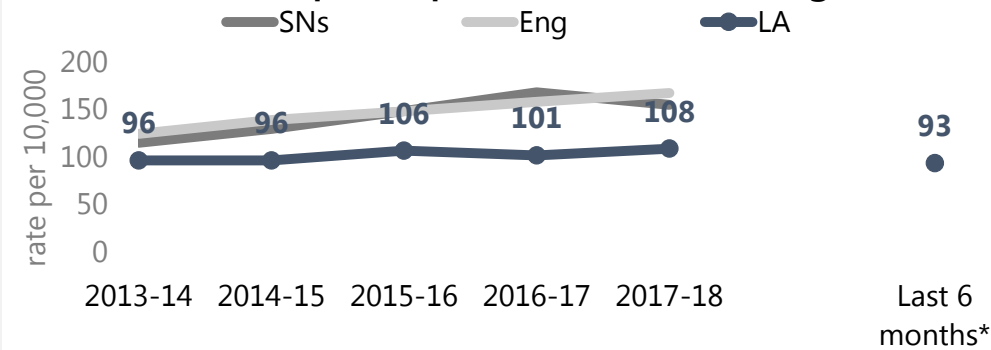
*Annualised rate for comparison purposes

0 child(ren) with a repeat ICPC within 12 months of latest

83%

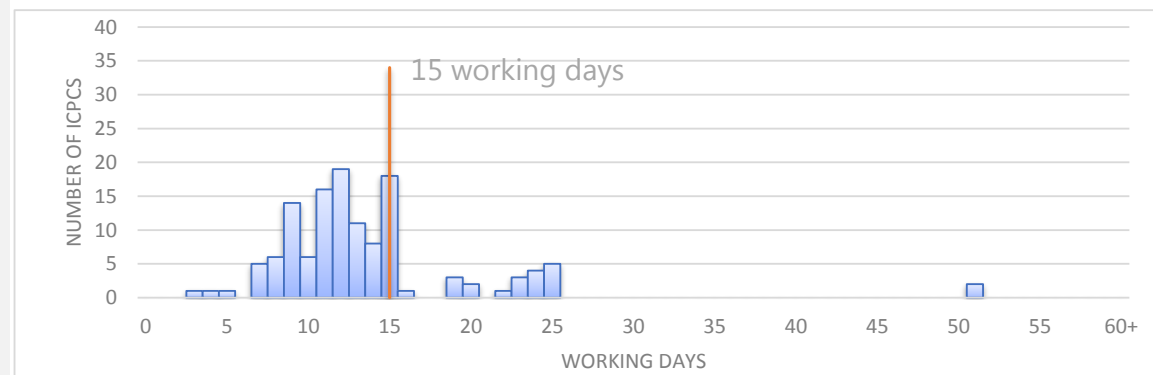
of ICPCs resulted in a child protection plan

Rate of S47 enquiries per 10,000 children aged 0-17

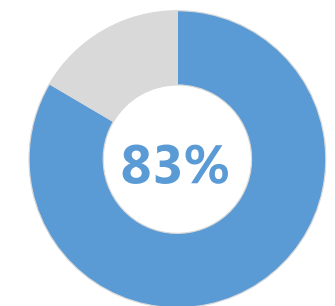


*Annualised rate for comparison purposes

ICPCs occurred within 15 working days of the strategy discussion date

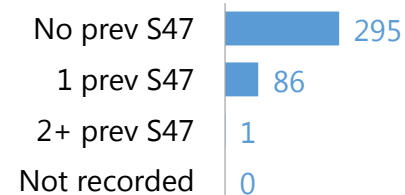


In time
Not in time
Date error



23 S47s (5%) for children with a disability

Children with a repeat S47 within 12 months of latest

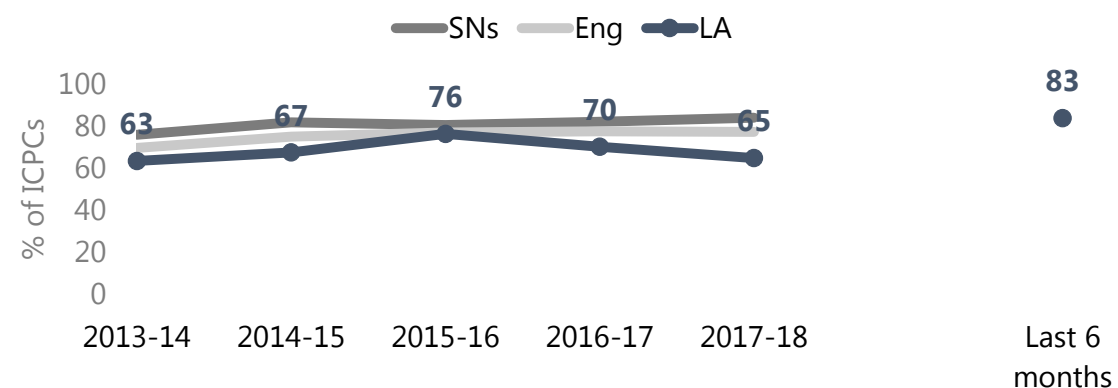


Ethnic background

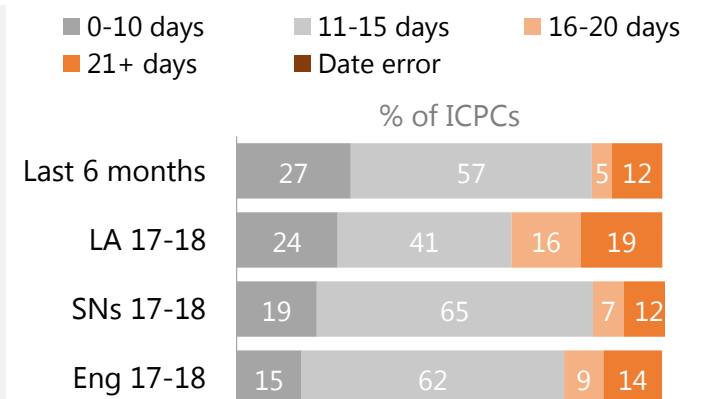
White	30%
Mixed	17%
Asian or Asian British	4%
Black or black British	25%
Other ethnic group	19%
Not stated	5%
Not recorded	0%

See page 20 for comparisons

Trend of ICPC timeliness (within 15 days of S47 start)



Comparing ICPC durations



Children in Need (CIN) - total, started, and ceased in the last 6 months

from 14/05/2019
to 13/11/2019

2953 total CIN in 6 months*

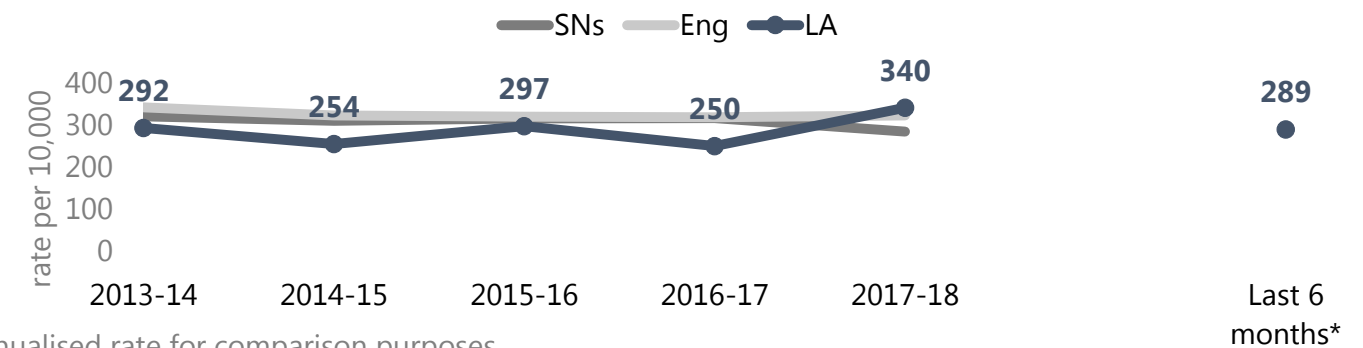
***Note: the numbers of children in need reported in ChAT are not directly comparable to published CIN census statistics due to an undercount of referrals and care leavers.**

The children in need census includes any child referred to children's social care services in the year as well as any open case for whom the local authority was providing services. Ofsted's Annex A List 6 largely covers this cohort, with the exception of those with only an open referral and those accessing leaving care services.

For this reason the published children in need census statistics are not directly comparable to ChAT, however there is considerable overlap with ChAT undercounting the true value as it excludes open referrals and care leavers.

1323 CIN started in 6 months

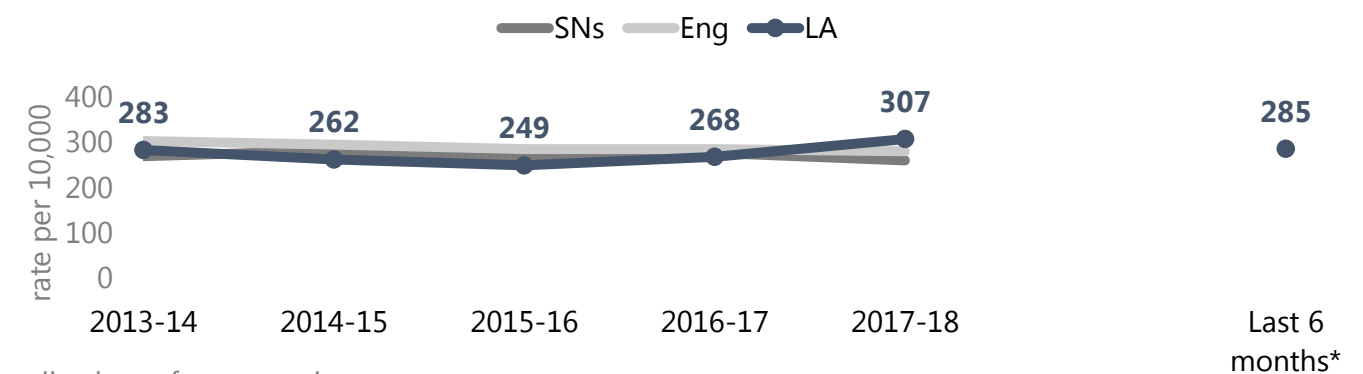
Rate of children who started an episode of need per 10,000 children aged 0-17



*Annualised rate for comparison purposes

1305 CIN ceased in 6 months

Rate of children who ended an episode of need per 10,000 children aged 0-17

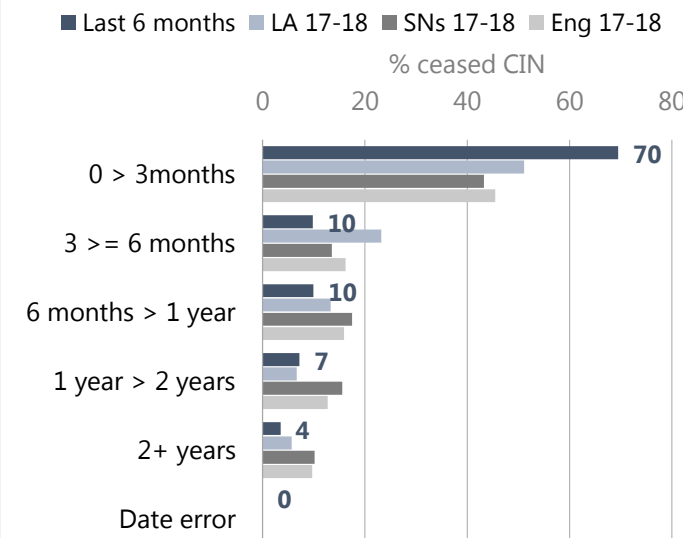


*Annualised rate for comparison purposes

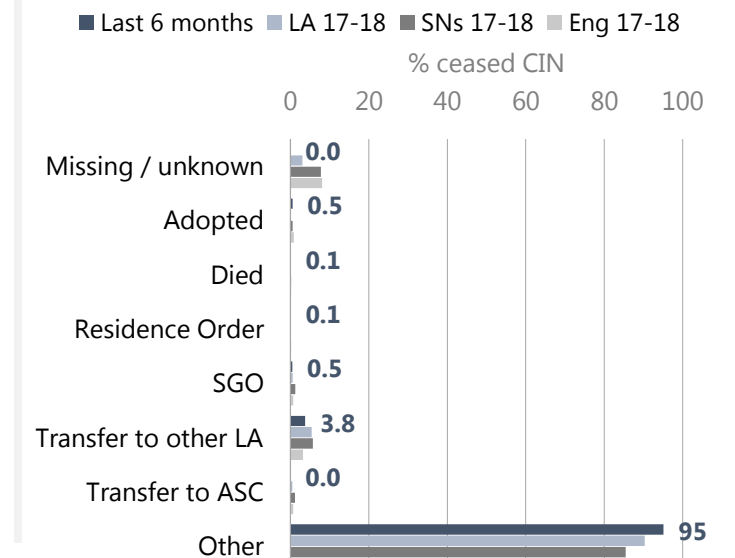
Cases included in Annex A / ChAT

Case status of children on CIN list	Number	Percentage
Looked after child	334	11%
Child protection plan	183	6%
Child in need plan	545	18%
Open assessment	257	9%
Closed episode	1,312	44%
Case status not recorded	322	11%
Total	2,631	89%

Comparing CIN ceased durations



Comparing CIN ceased reasons



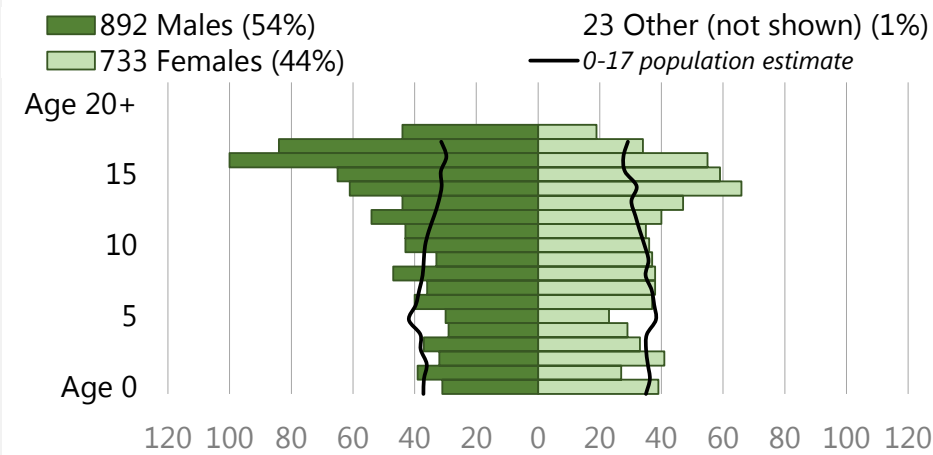
Children in Need (CIN) with an open episode of need

Snapshot 13/11/2019

1648 Children in Need with an open episode of need*

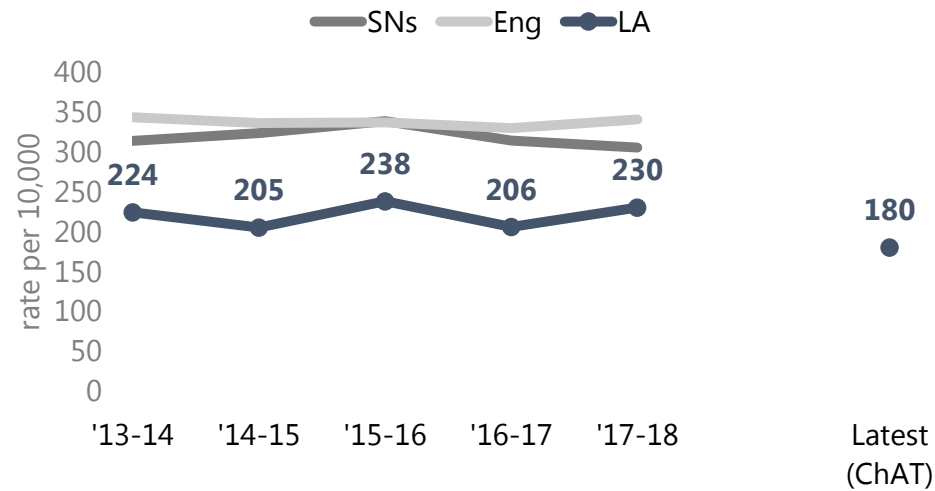
*Note: Annex A figures in this section are not directly comparable to the published Children in need census statistics (see note on page 8)

Age and gender

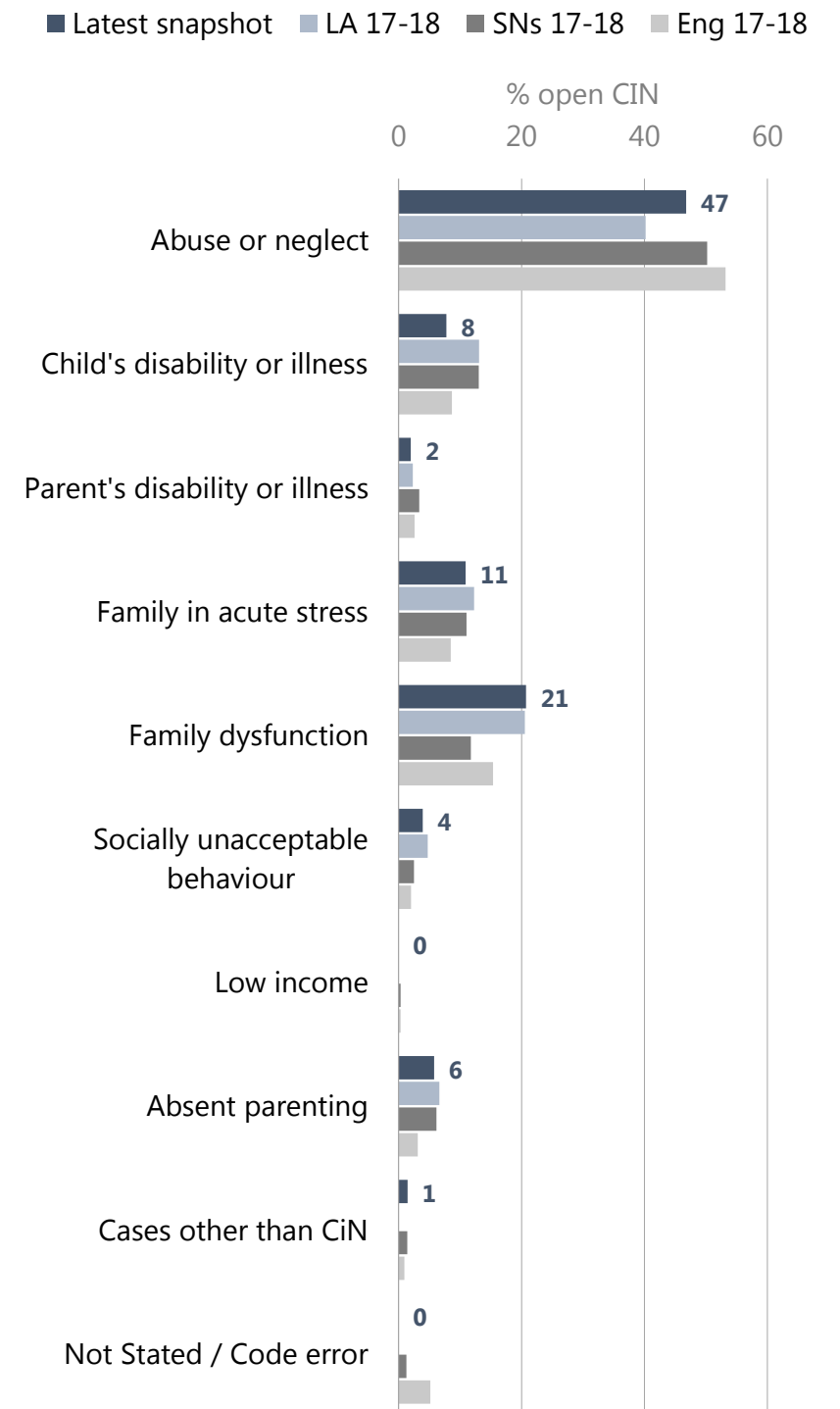


Other' includes not recorded, not stated, or neither M/F

Rate of open CIN per 10,000 children aged 0-17*

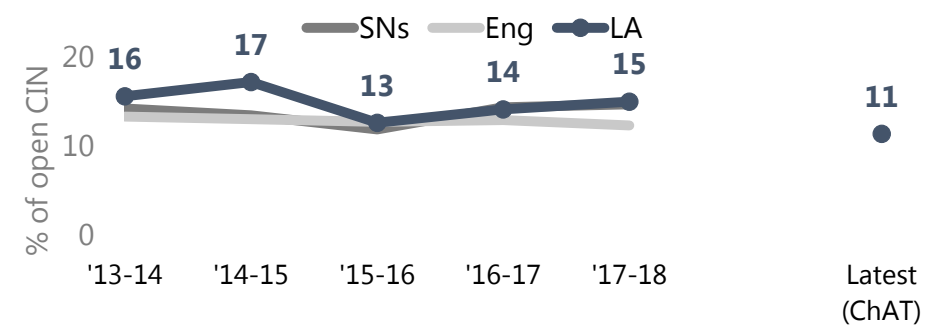


Comparing primary need of open CIN

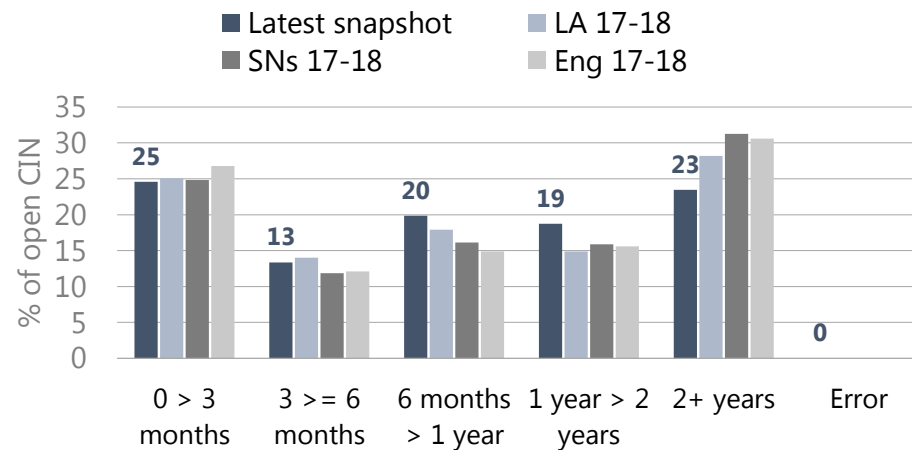


187 children (11%) with a disability

CIN with an open episode of need with a disability



Comparing episode duration of open CIN

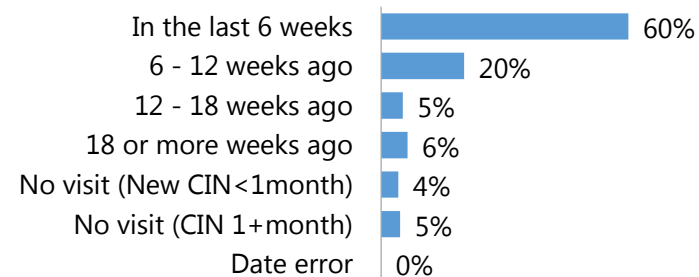


Ethnic background

White	34%
Mixed	17%
Asian or Asian British	7%
Black or black British	17%
Other ethnic group	16%
Not stated	6%
Not recorded	0%

See page 20 for comparisons

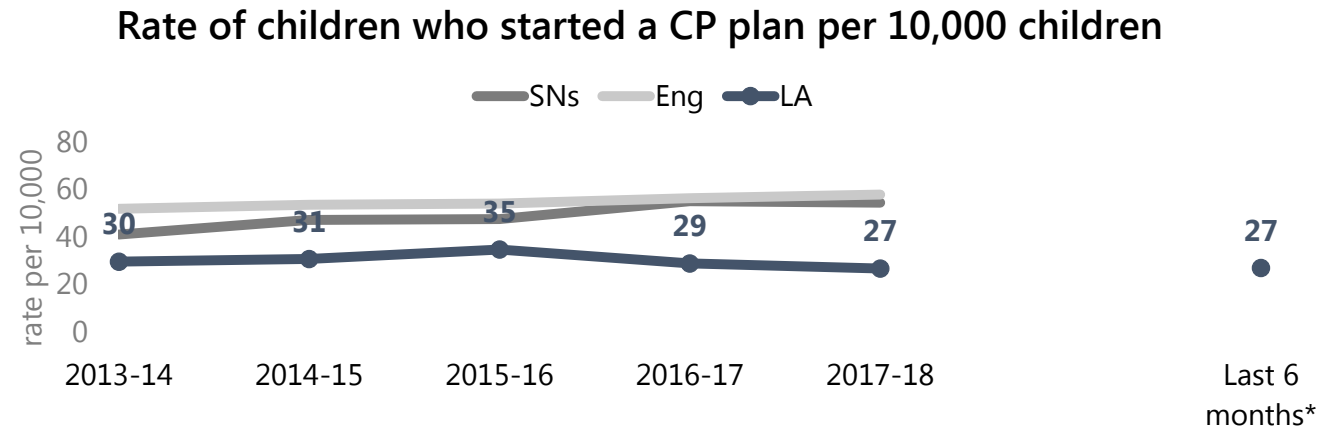
Time since the child's latest social worker visit



Child Protection Plans (CPP) started and ceased in the last 6 months

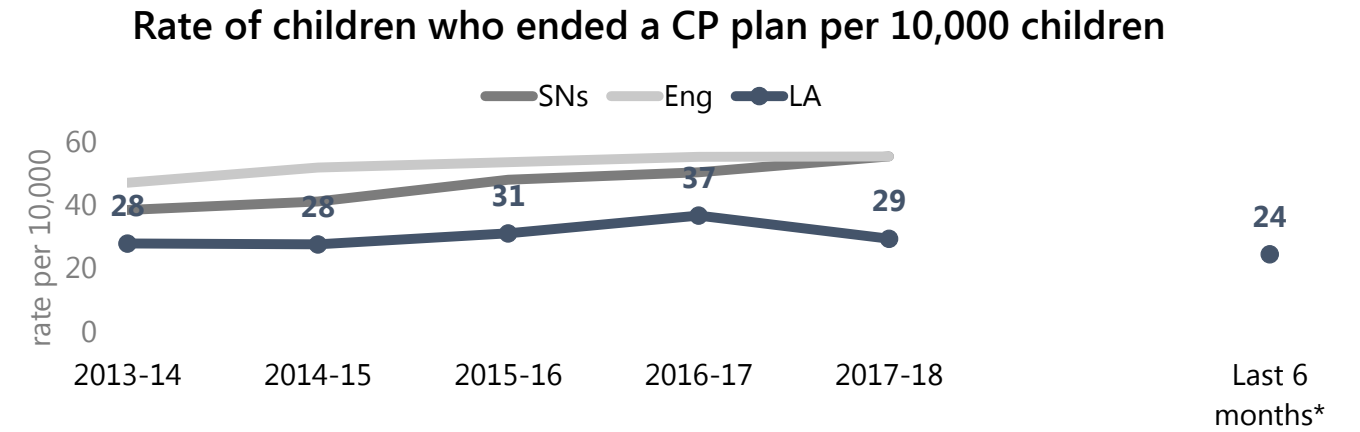
from 14/05/2019
to 13/11/2019

123 CPP started in 6 months



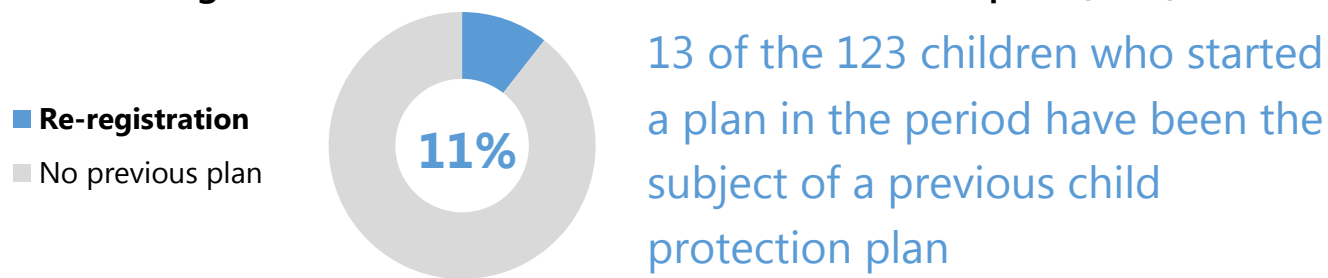
*Annualised rate for comparison purposes

112 CPP ended in 6 months

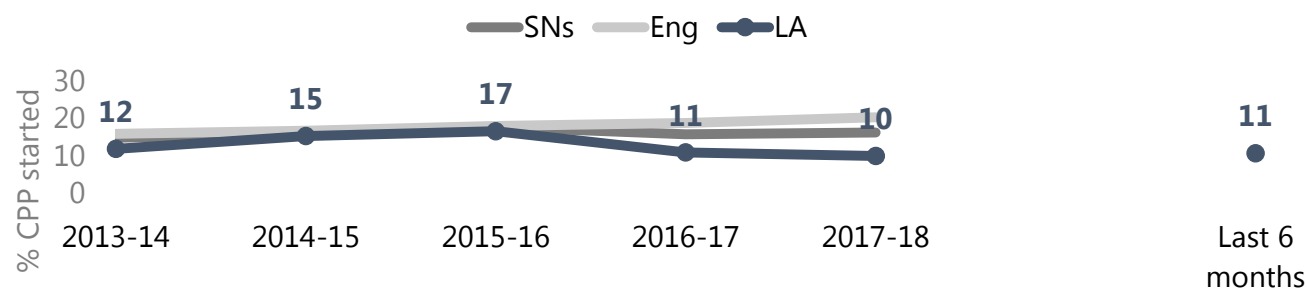


*Annualised rate for comparison purposes

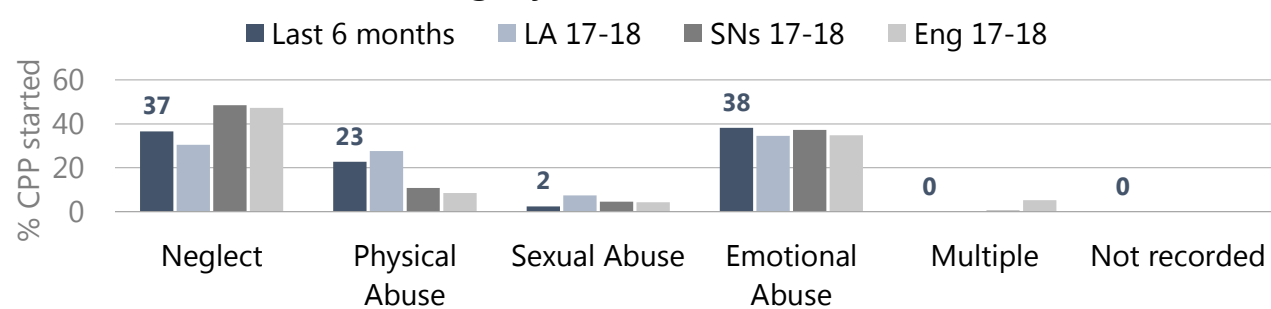
Re-registrations for children who started on a CP plan (ever)



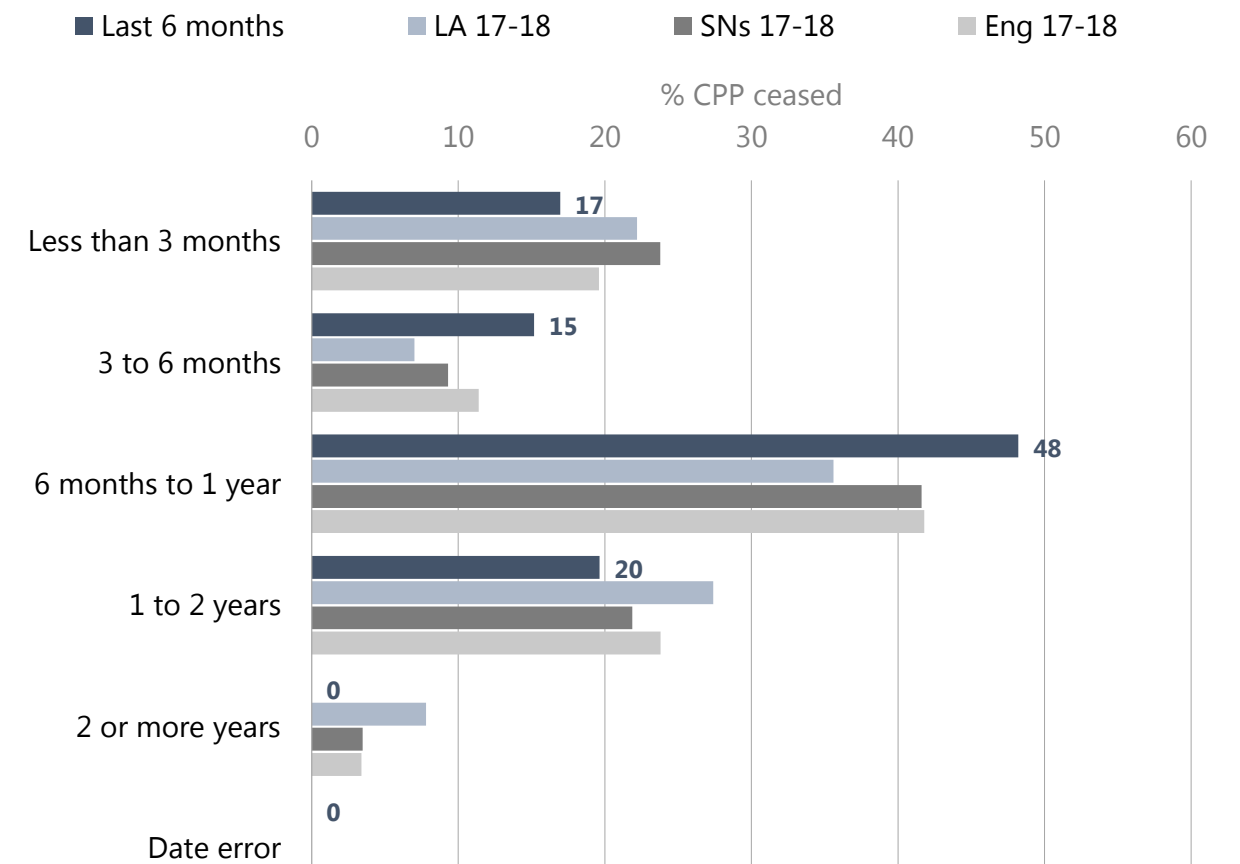
Comparing re-registrations for CPP started



Initial category of abuse for CPP started



Comparing plan durations for CPP ended



0 of 112 children ended a CP plan after 2 years or more

Child Protection Plans (CPP) currently open

Snapshot 13/11/2019

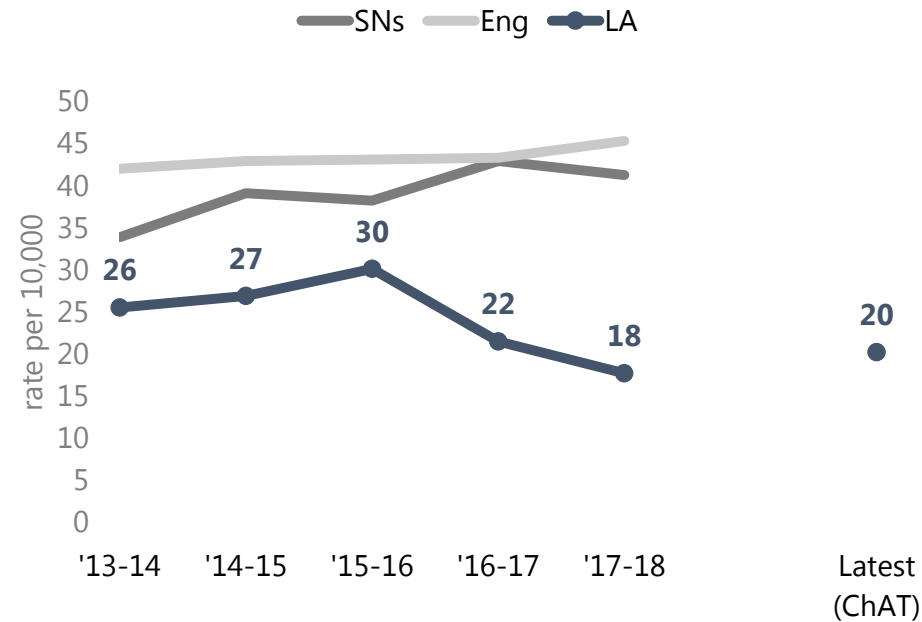
185 children currently subject of a Child Protection Plan (CPP)

Age and gender

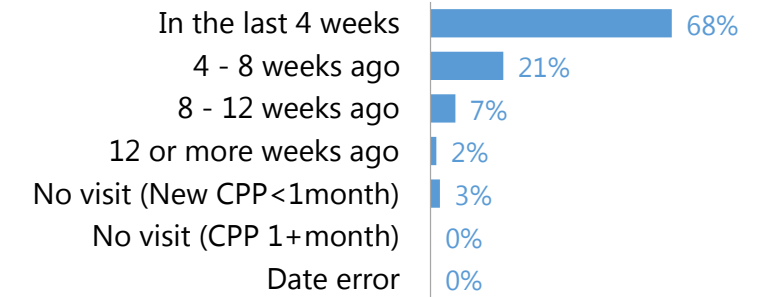


Other' includes not recorded, not stated, or neither M/F

Rate of CPP per 10,000 children aged 0-17

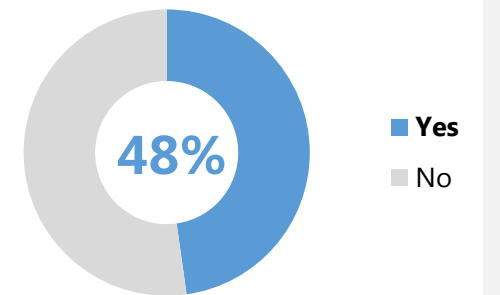


Time since the child was last seen



Open CPP **seen alone** at their last social work visit

(excludes Not recorded or N/A)



Ethnic background

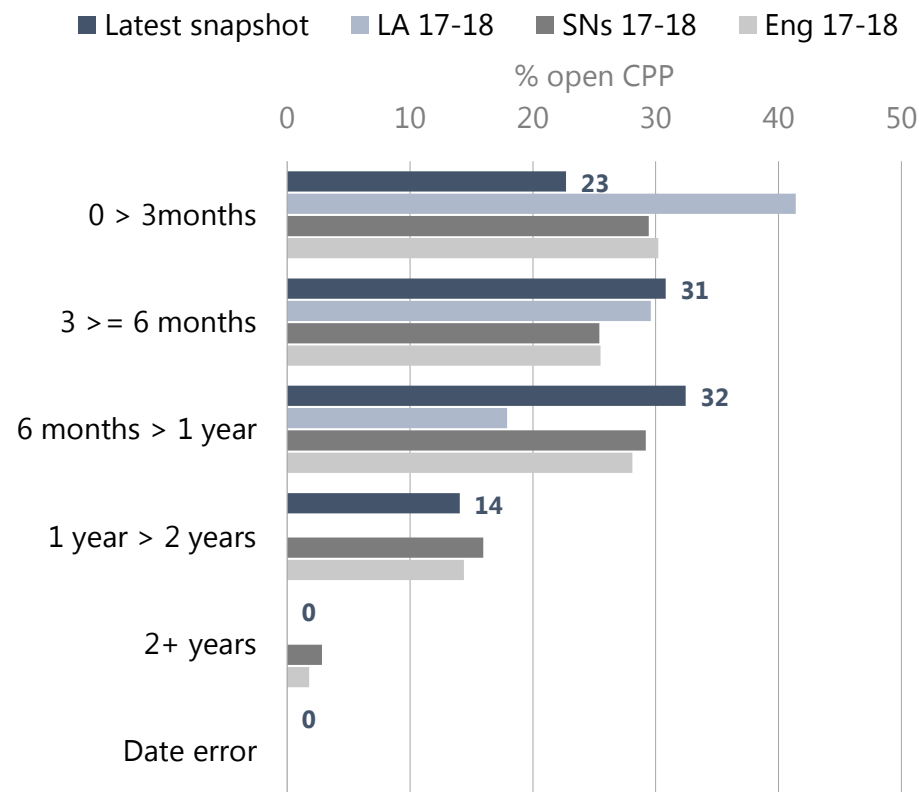
White	34%
Mixed	19%
Asian or Asian British	1%
Black or black British	15%
Other ethnic group	24%
Not stated	1%
Not recorded	0%

See page 20 for comparisons

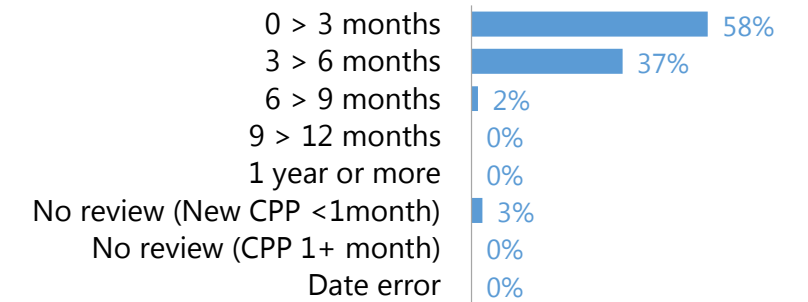
14 children (8%) with a disability

1 open CP subject to Emergency Protection Order or Protected Under Police Powers in last 6 months

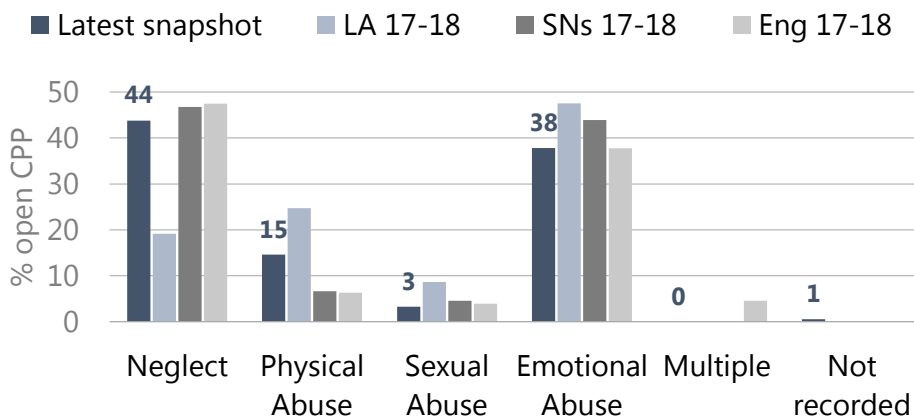
Comparing duration of open CP plans



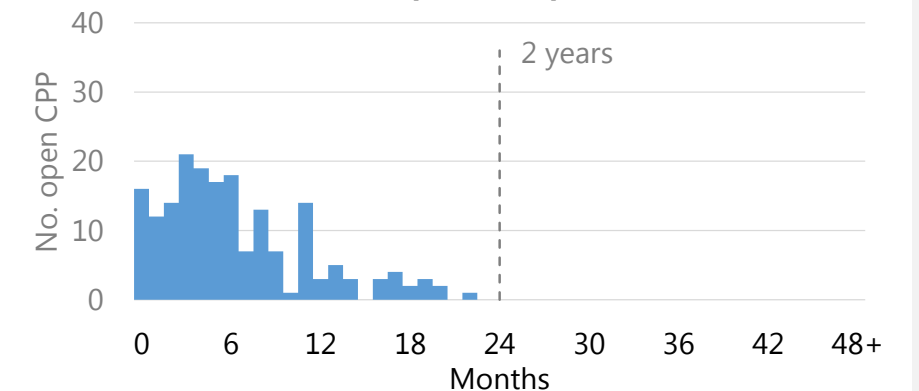
Time since the child's latest review



Latest category of abuse for current CP plans



Duration of current open CP plans (in months)

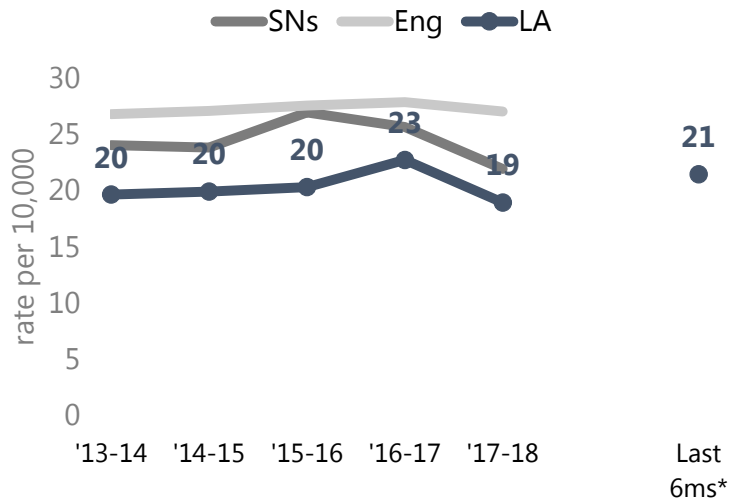


Children Looked After (CLA) started and ceased in the last 6 months

from 14/05/2019
to 13/11/2019

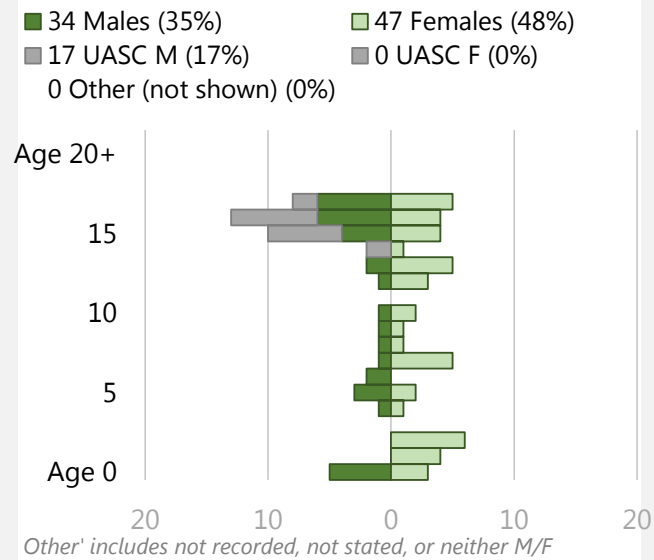
98 CLA started in the last 6 months

Rate of CLA started per 10,000 children



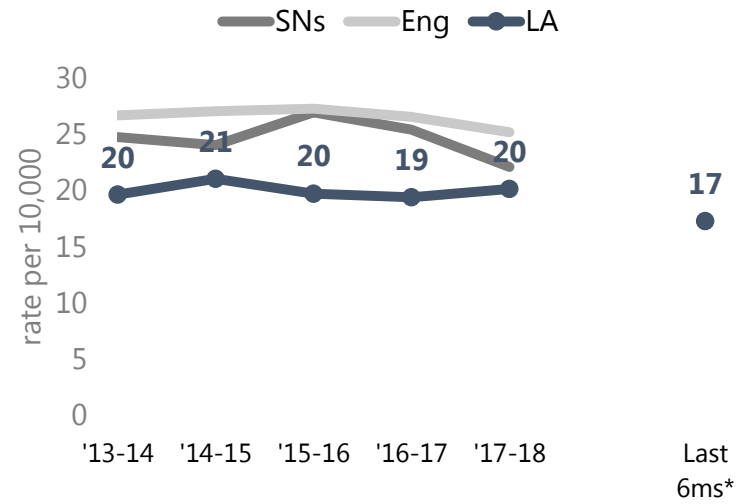
*Annualised rate for comparison purposes

Age and gender



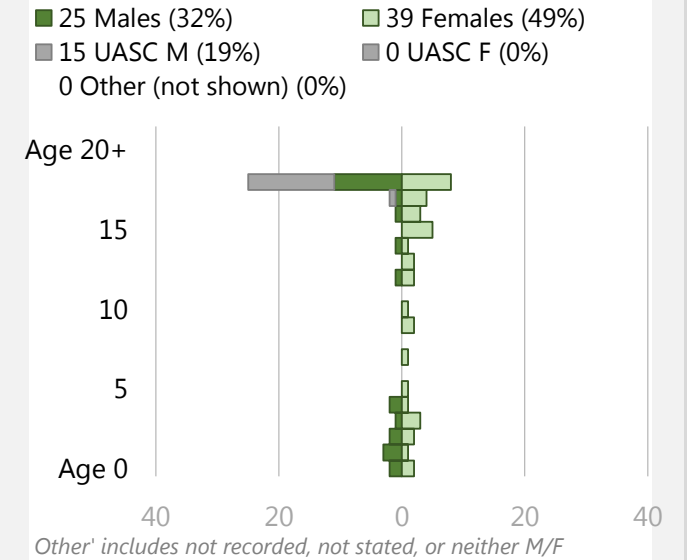
79 CLA ceased in the last 6 months

Rate of CLA ceased per 10,000 children



*Annualised rate for comparison purposes

Age and gender



17 of the 98 CLA starters were unaccompanied asylum seeking children (UASC)

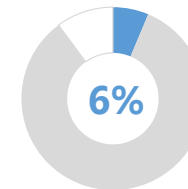
17%

7 of the 98 CLA starters have previously been looked after

7%

Reason episode of care ceased

Adopted

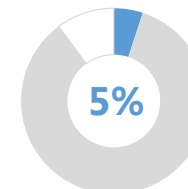


Reason	Last 6 months	2017-18 (published)
Adopted	6%	7% (LA), 9% (SNs), 13% (Eng)

Number of CLA ceased by reason in the period

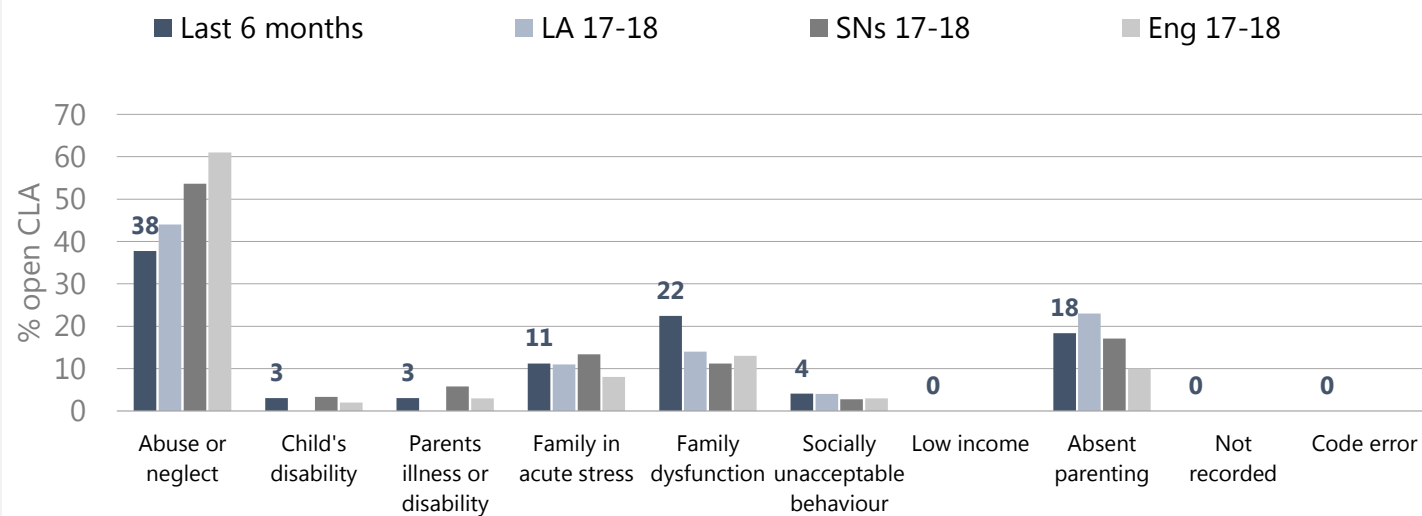
Adopted	5
Died	0
Care taken by another LA	1
Returned home to live with parents/ relatives	23
Live with parents/relatives (not PR)	0
Residence order granted	1
Special Guardianship Orders	4
Moved into independent living	22
Transferred to residential care funded by ASS	4
Sentenced to custody	0
Accommodation on remand ended	1
Age assessment determined child was 18+	0
Child moved abroad	1
Any other reason	9
Not recorded / Error	8

Special Guardianship Order



Reason	Last 6 months	2017-18 (published)
Special Guardianship Order	5%	13% (LA), 20% (SNs), 11% (Eng)

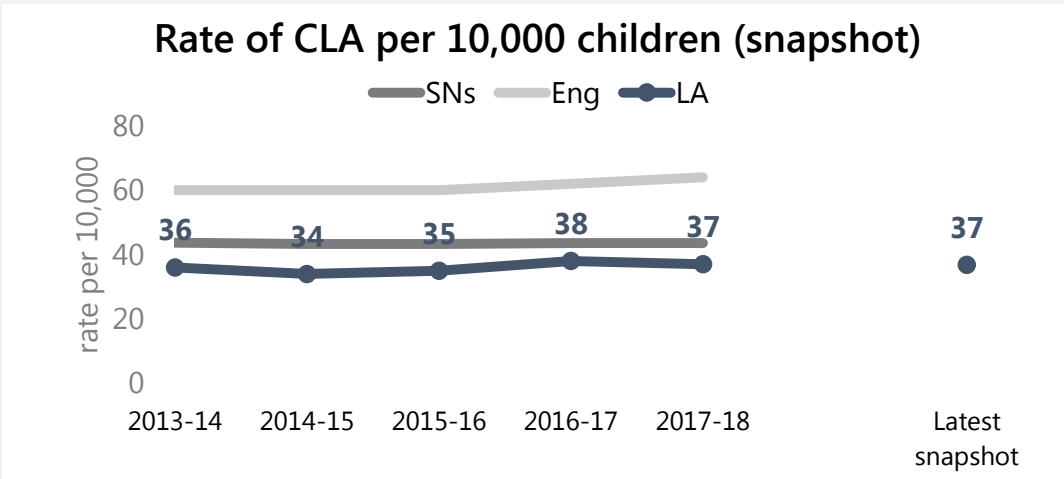
Comparing the primary need of CLA starters



Children Looked After (CLA) with an open episode of care

Snapshot 13/11/2019

337 Children Looked After (CLA) with an open episode of care



Ethnic background

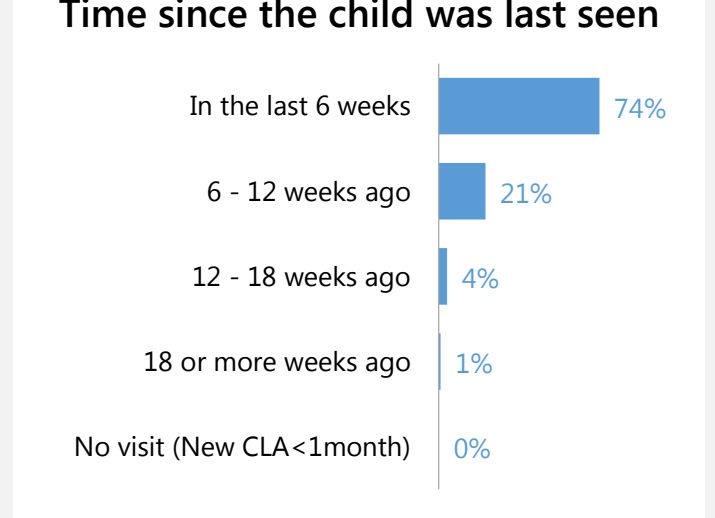
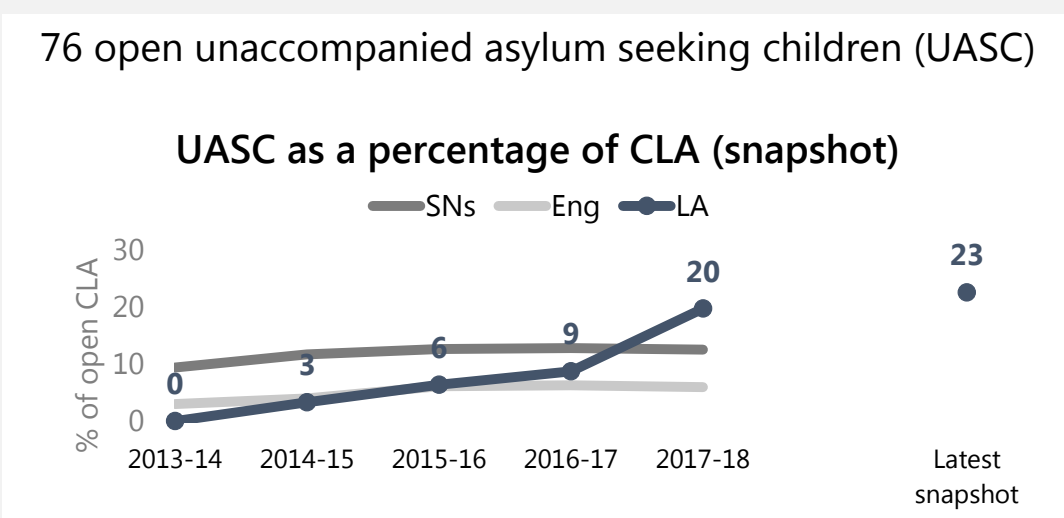
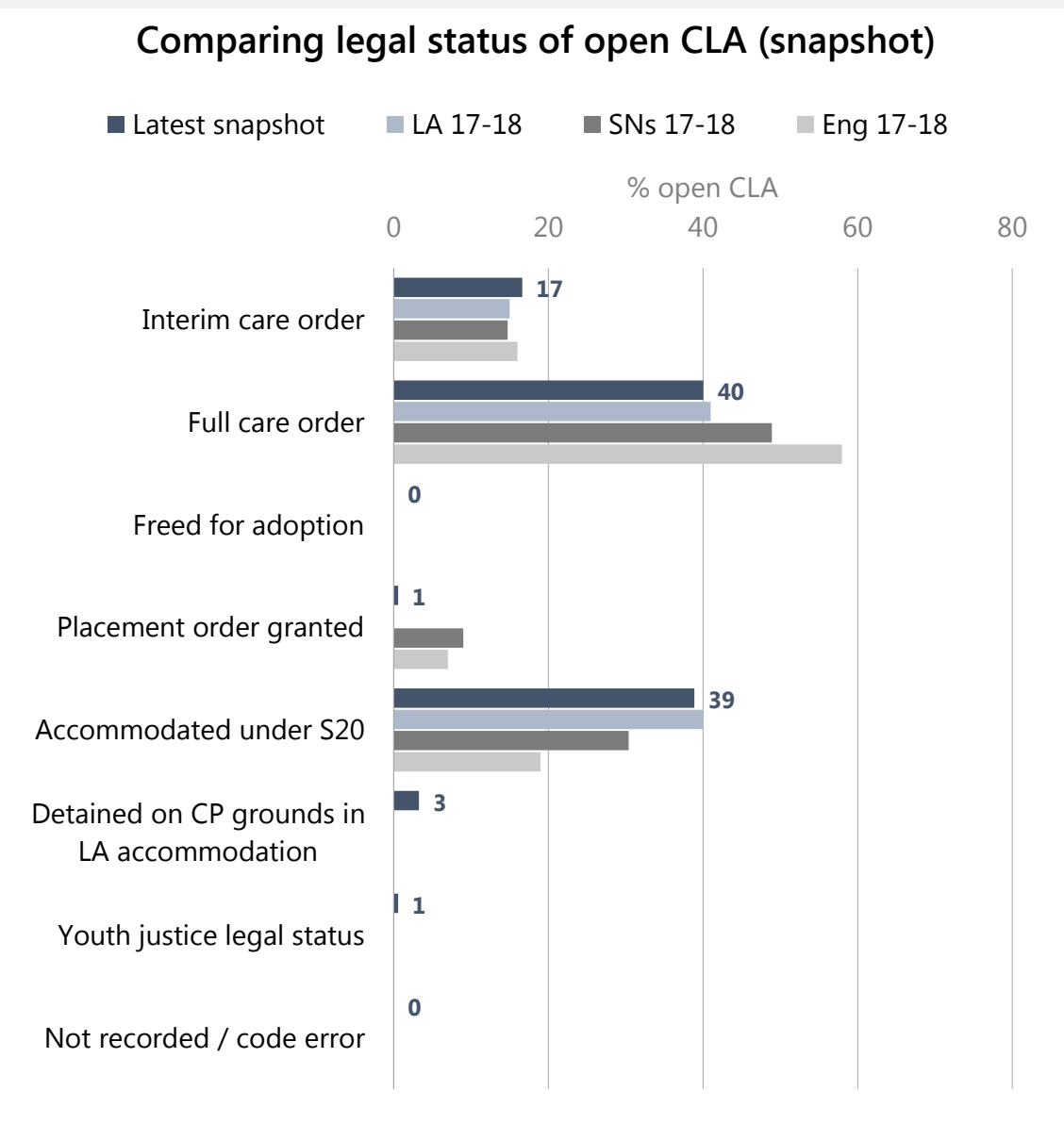
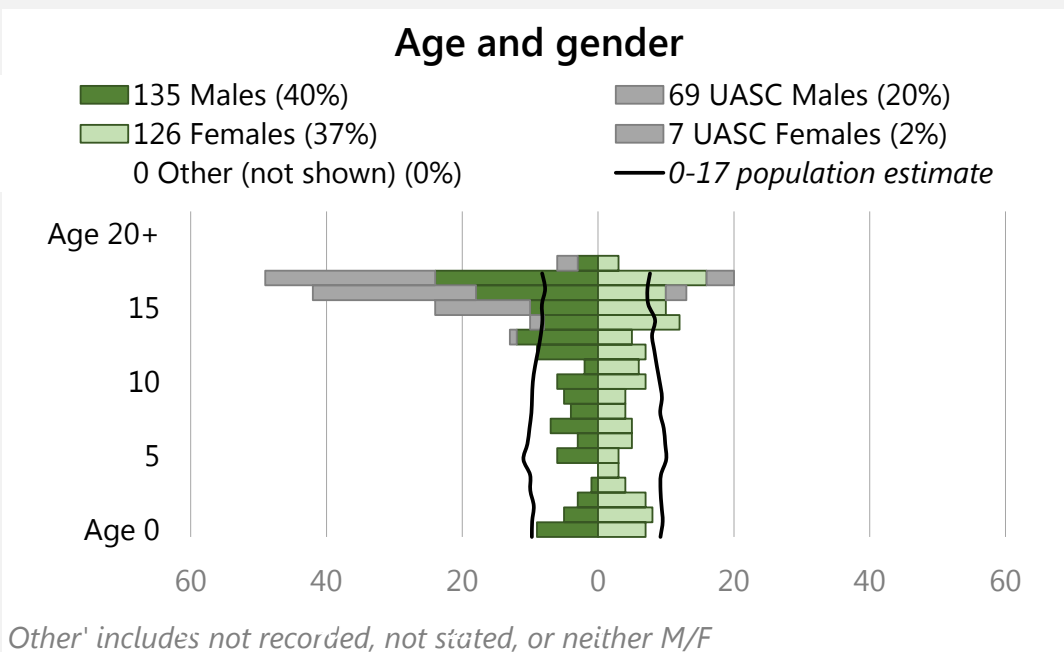
	All CLA	Not UASC	UASC
White	39%	48%	9%
Mixed	20%	26%	3%
Asian or Asian British	6%	3%	16%
Black or black British	16%	18%	11%
Other ethnic group	18%	5%	61%
Not stated	1%	0%	1%
Not recorded	0%	0%	0%

See page 20 for comparisons

36 children (11%) with a disability

Permanence plan

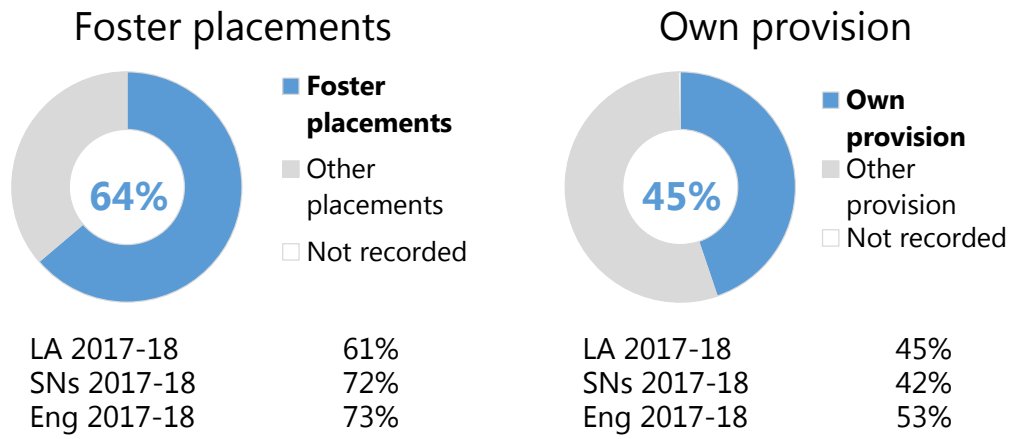
	Number	%
Return to family	0	0%
Adoption	0	0%
SGO/CAO	0	0%
Supported living	0	0%
L/T residential	0	0%
L/T fostering	0	0%
Other	0	0%



Children Looked After (CLA) placements

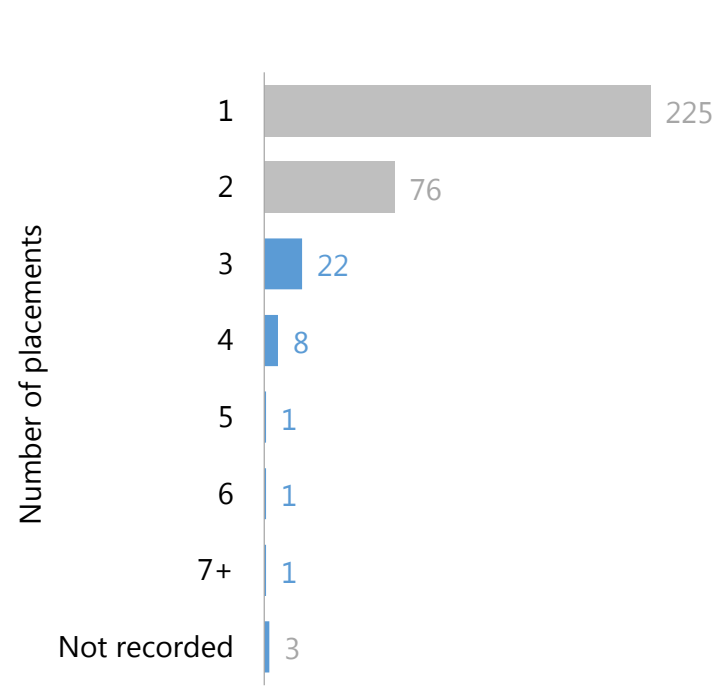
Snapshot 13/11/2019

CLA placements by type and provision

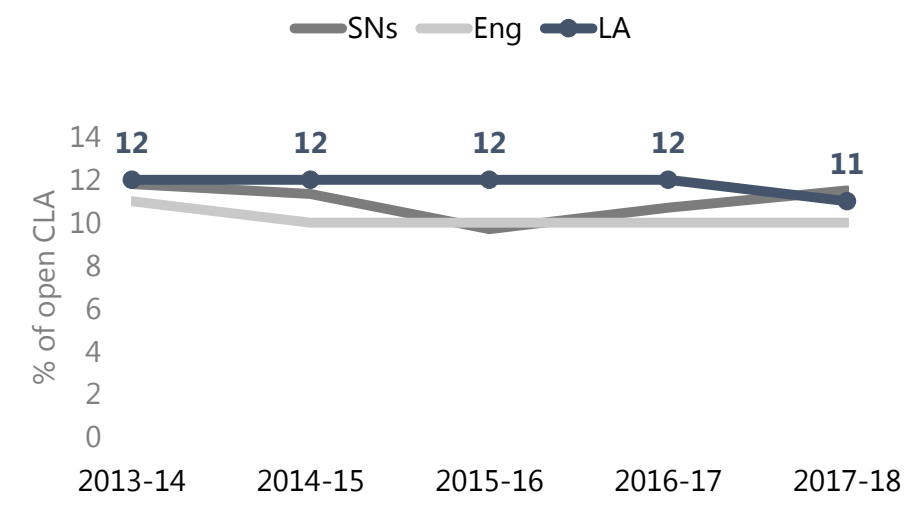


Placement type (open CLA)	Own LA	Private	Other	Total
Foster placement	130	80	5	215
Placed for adoption	12	0	1	13
Placed with parents	0	0	7	7
Independent living	0	0	0	0
Residential employment	0	0	0	0
Residential accommodation	1	51	1	53
Secure Children's Homes	0	2	0	2
Children's Homes	8	28	4	40
Residential Care Home	0	0	0	0
NHS/Health Trust	0	0	0	0
Family Centre	0	1	0	1
Young Offender Institution	0	0	2	2
Residential school	0	4	0	4
Other placements	0	0	0	0
Temporary placement	0	0	0	0
Total placements	151	166	20	337

Number of placements in the last 12 months

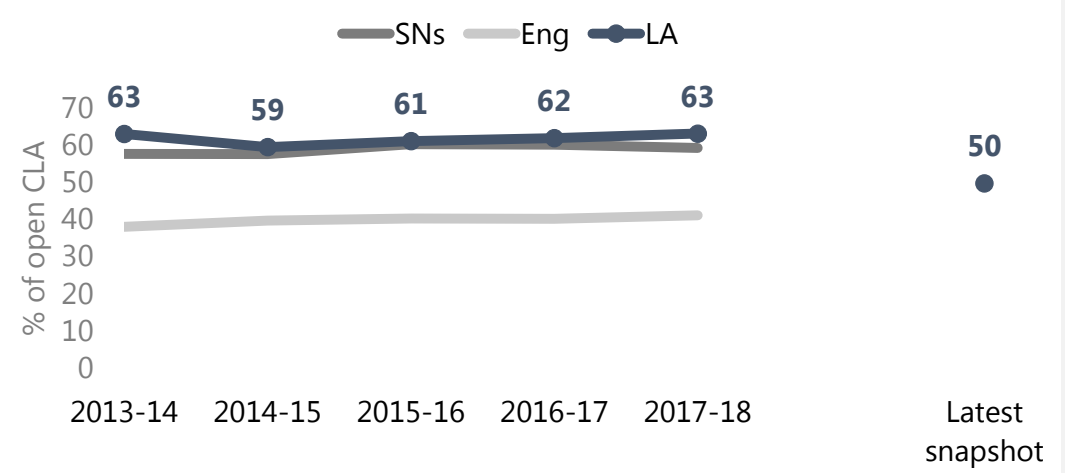


Comparing short term placement stability



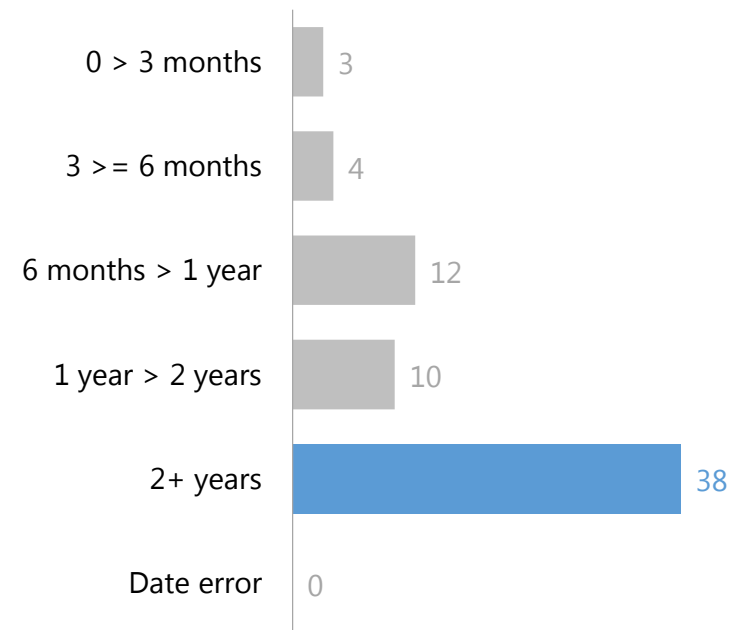
Due to limited data in the Annex A dataset, ChAT does not present short-term stability alongside published statistics

CLA placements out of borough

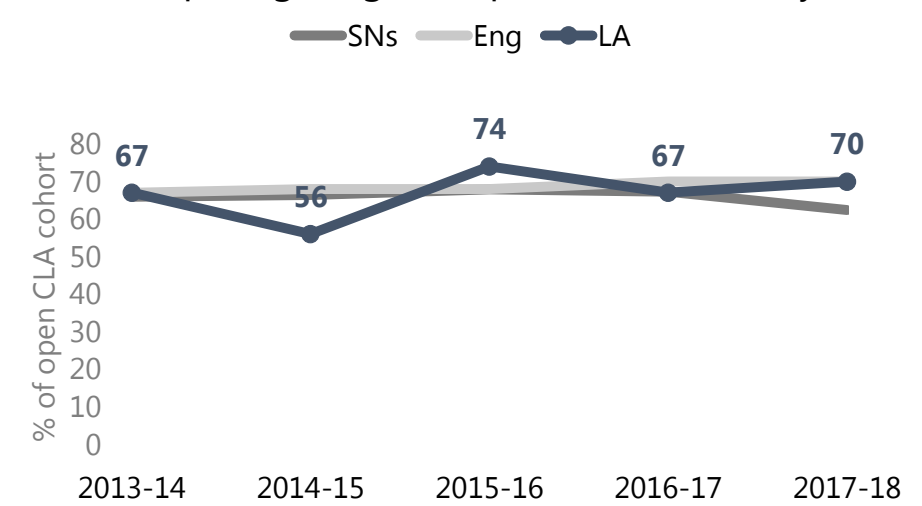


Duration of placements

Duration of latest placement for each current CLA aged under 16 who have been looked after for 2½ years or more



Comparing long term placement stability



Due to limited data in the Annex A dataset, ChAT does not present long-term stability alongside published statistics

Children Looked After (CLA) health and missing/absent from placement

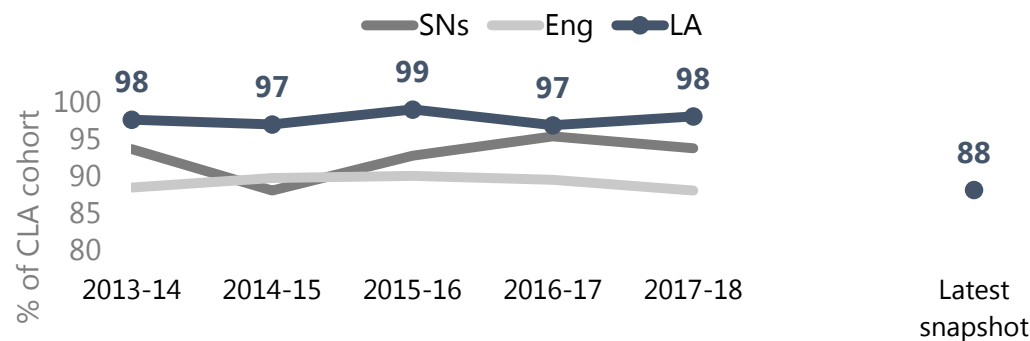
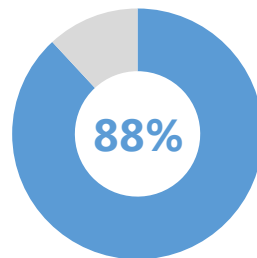
Snapshot 13/11/2019

Health

210 current open CLA looked after for at least 12 months

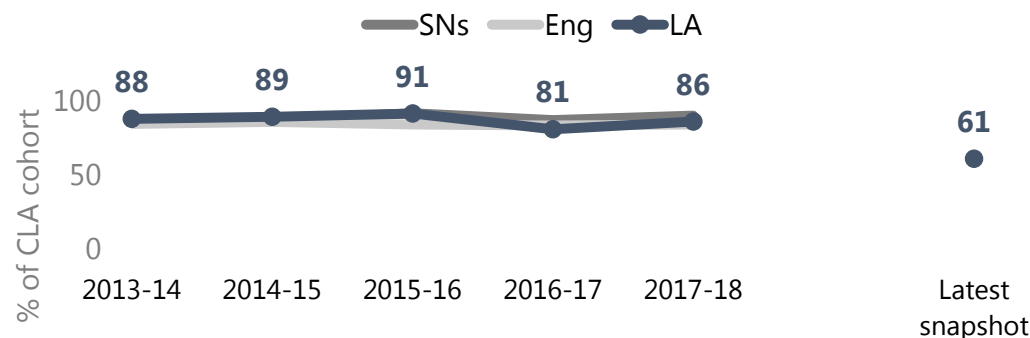
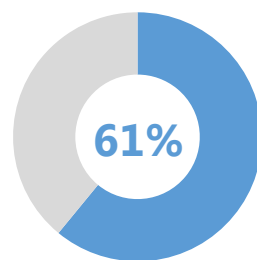
Health assessments

Current open CLA who have been looked after for at least 12 months with an up to date health assessment (in the last 6 months for CLA aged under 5, and in the last 12 months for CLA aged 5-plus)



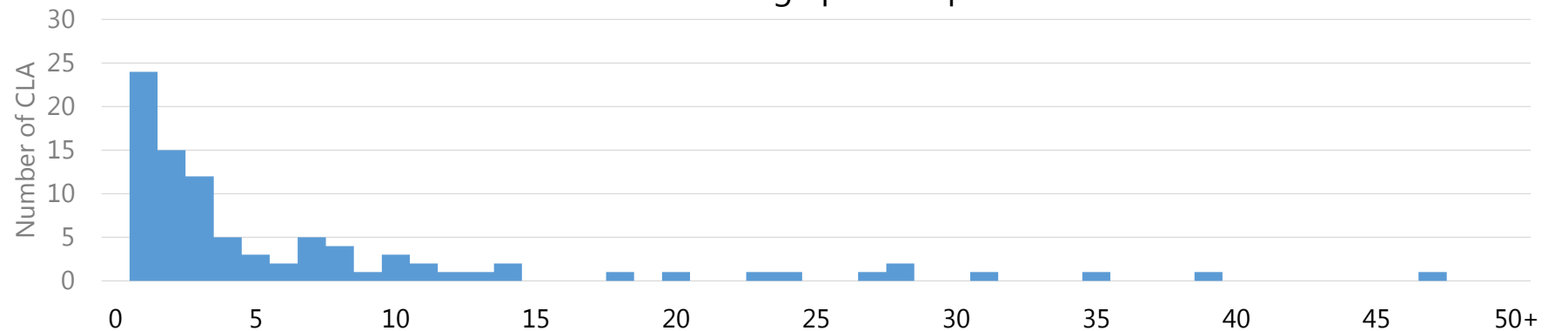
Dental checks

Current open CLA who have been looked after for at least 12 months who have had a dental check in the last 12 months.



Missing from placement

Number of missing episodes per CLA

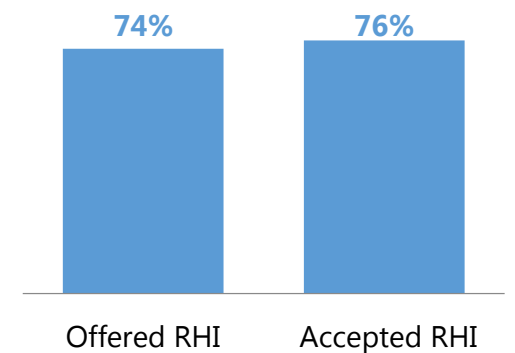


91 of 416 looked after children had a missing incident in the last 12 months

	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with a missing incident	91 of 416	88		
Percentage of all CLA with a missing incident	22%	17%	13%	11%
Total number of missing incidents for all CLA	638	579		
Average number of incidents per CLA who went missing	7.0	6.6	5.8	6.1

Missing incidents - return home interviews

	Latest data	
Missing children offered return interview	67 of 91	74%
Missing children not offered return interview	21 of 91	23%
Missing children return interview offer not recorded	3 of 91	3%
Missing children where return interview was n/a	0 of 91	0%



	Latest data	
Missing children accepted return interview	51 of 67	76%
Missing children not accepted return interview	16 of 67	24%
Missing children return interview acceptance not recorded	0 of 67	0%

Absent from placement

51 of 416 looked after children had an absent incident in the last 12 months

	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with an absent incident	51 of 416	46		
Percentage of all CLA with an absent incident	12%	9%	7%	4%
Total number of absent incidents for all CLA	229	260		
Average number of incidents per CLA who were absent	4.5	5.7	2.9	4.0

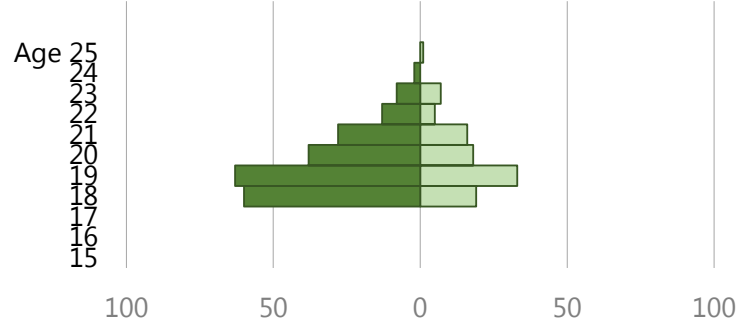
Care leavers currently in receipt of leaving care services

Snapshot 13/11/2019

311 care leavers

Age and gender

212 Males (68%) 99 Females (32%)
0 Other (not shown) (0%)



Other' includes not recorded, not stated, or neither M/F

Ethnic background

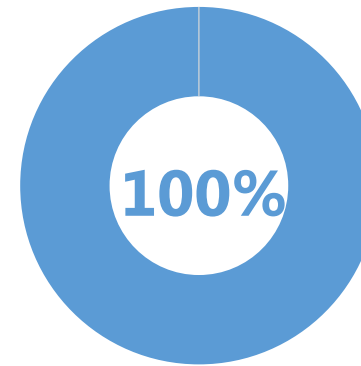
White	34%
Mixed	12%
Asian or Asian British	11%
Black or black British	23%
Other ethnic group	19%
Not stated	0%
Not recorded	0%

See page 20 for comparisons

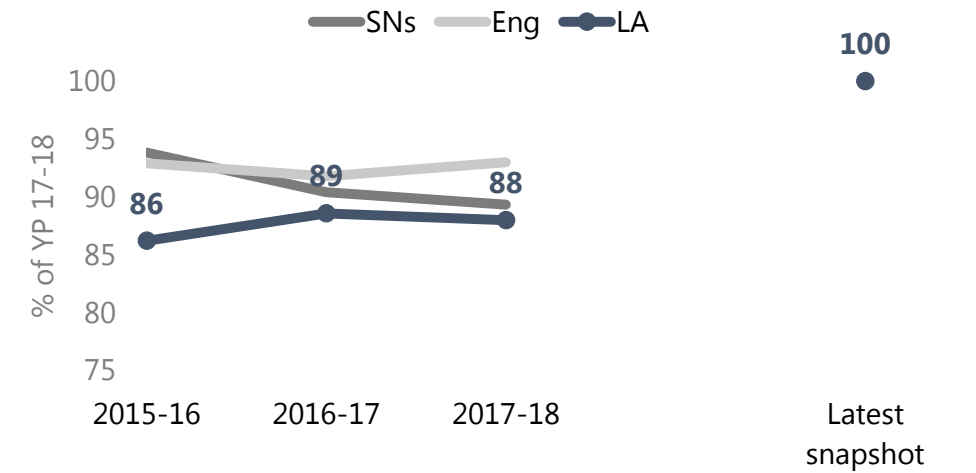
32 (10%) care leavers with a disability

LA in touch with 17-18 year olds

ChAT	Aged 17	Aged 18	Total
Numbers in cohort	0	79	79
LA in touch with YP	-	100%	100%

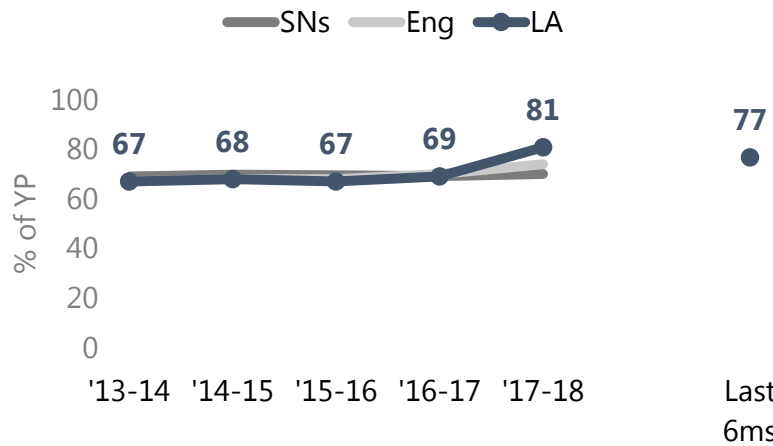


100%
In touch
Not in touch
Not recorded



Remained in care until aged 18

YP who ceased to be looked after aged 16-plus who were looked after until their 18th birthday



77
Last 6ms

Eligibility category

Relevant	0
Former relevant	307
Qualifying	4
Other	0
Not recorded	0

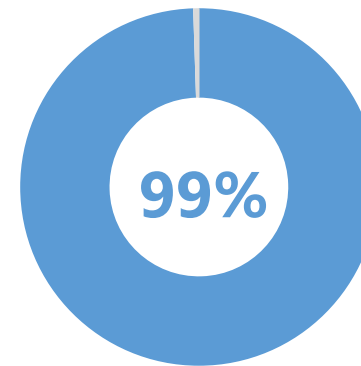
Relevant = YP aged 16-17 no longer looked after and eligible for leaving care services.

Former relevant = YP aged 18-25 eligible for leaving care services.

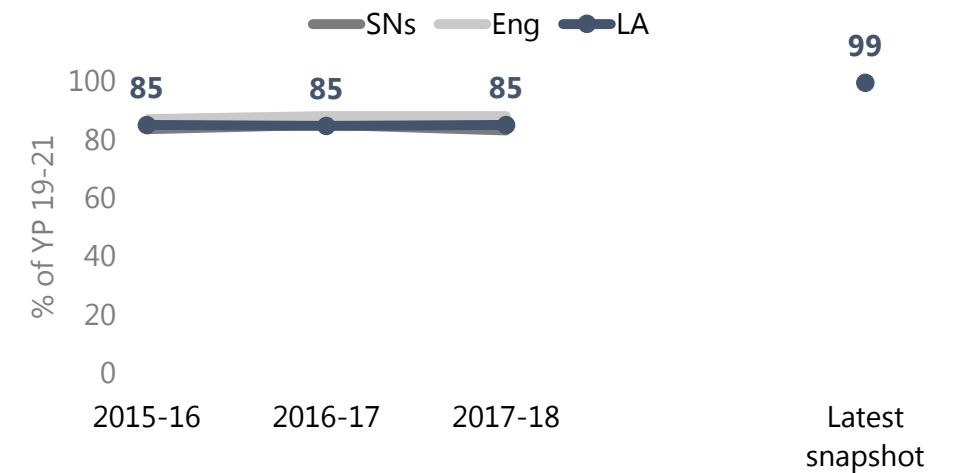
Qualifying = YP aged 18-25 in receipt of support but not eligible for full leaving care services.

LA in touch with 19-21 year olds

ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	94	56	44	194
LA in touch with YP	99%	100%	100%	99%

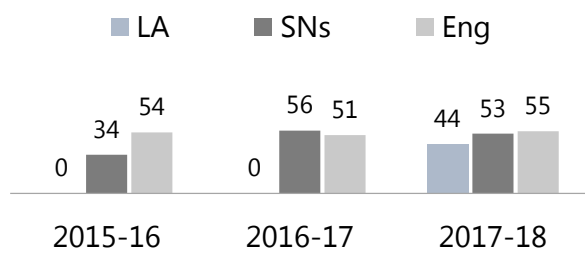


99%
In touch
Not in touch
Not recorded

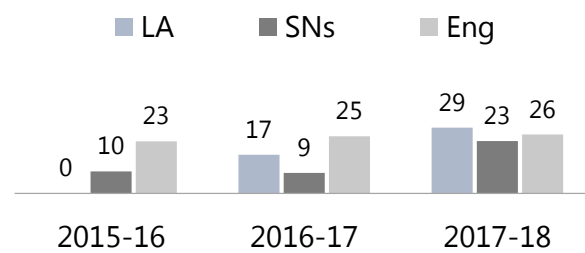


Remain with former foster carer

Aged 18



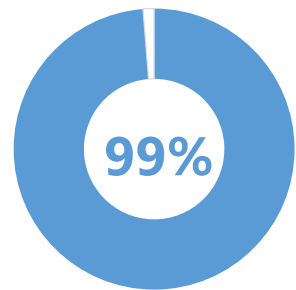
Aged 19-20



Care leavers accommodation suitability and type

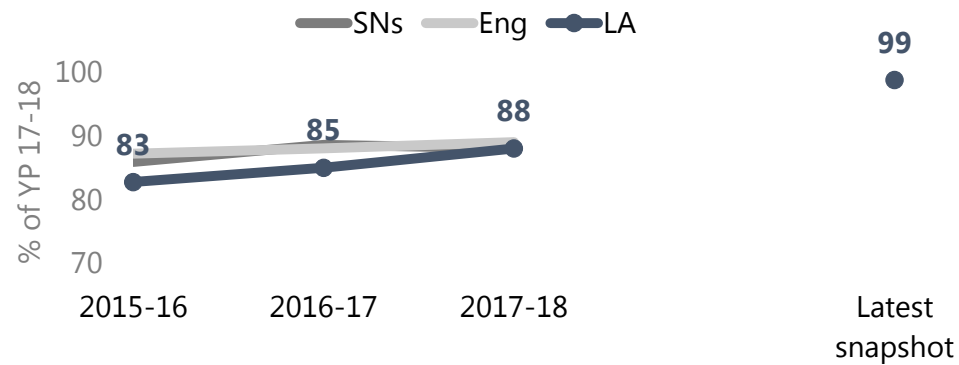
Snapshot 13/11/2019

Accommodation suitability of 17-18 year olds

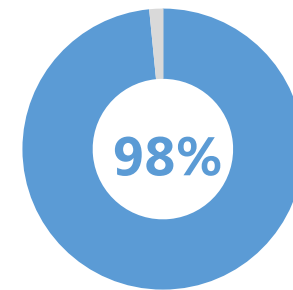


■ Suitable accom
■ Not suitable
□ No information

ChAT	Aged 17	Aged 18	Total
Numbers in cohort	0	79	79
In suitable accommodation	-	99%	99%

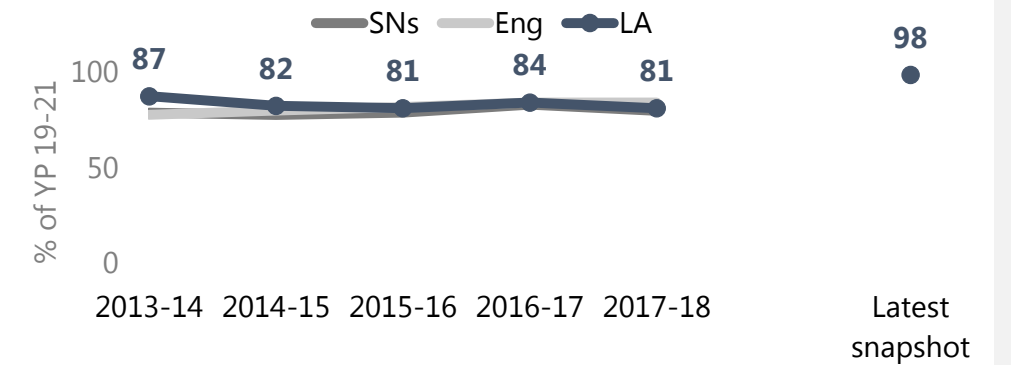


Accommodation suitability of 19-21 year olds

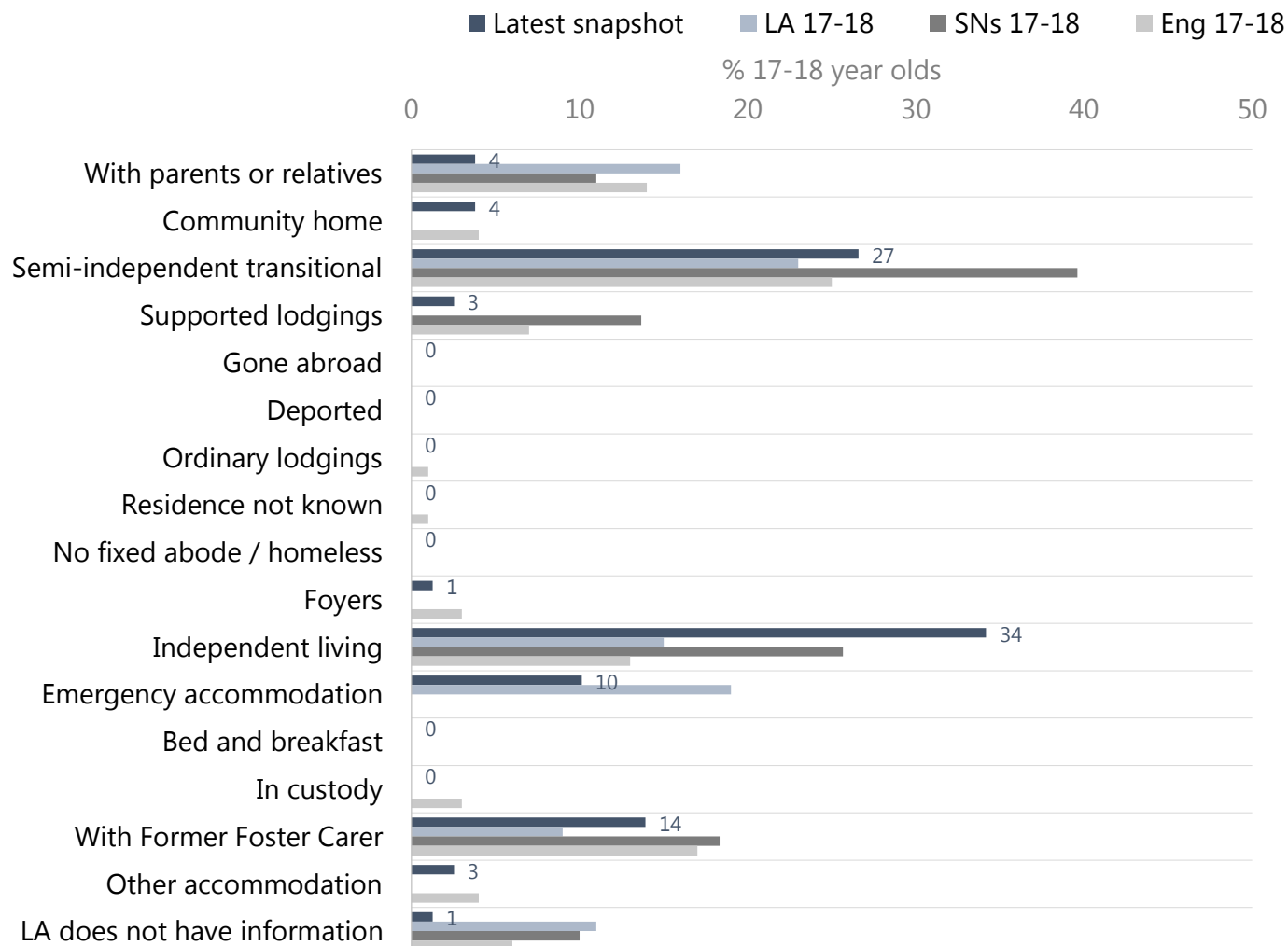


■ Suitable accom
■ Not suitable
□ No information

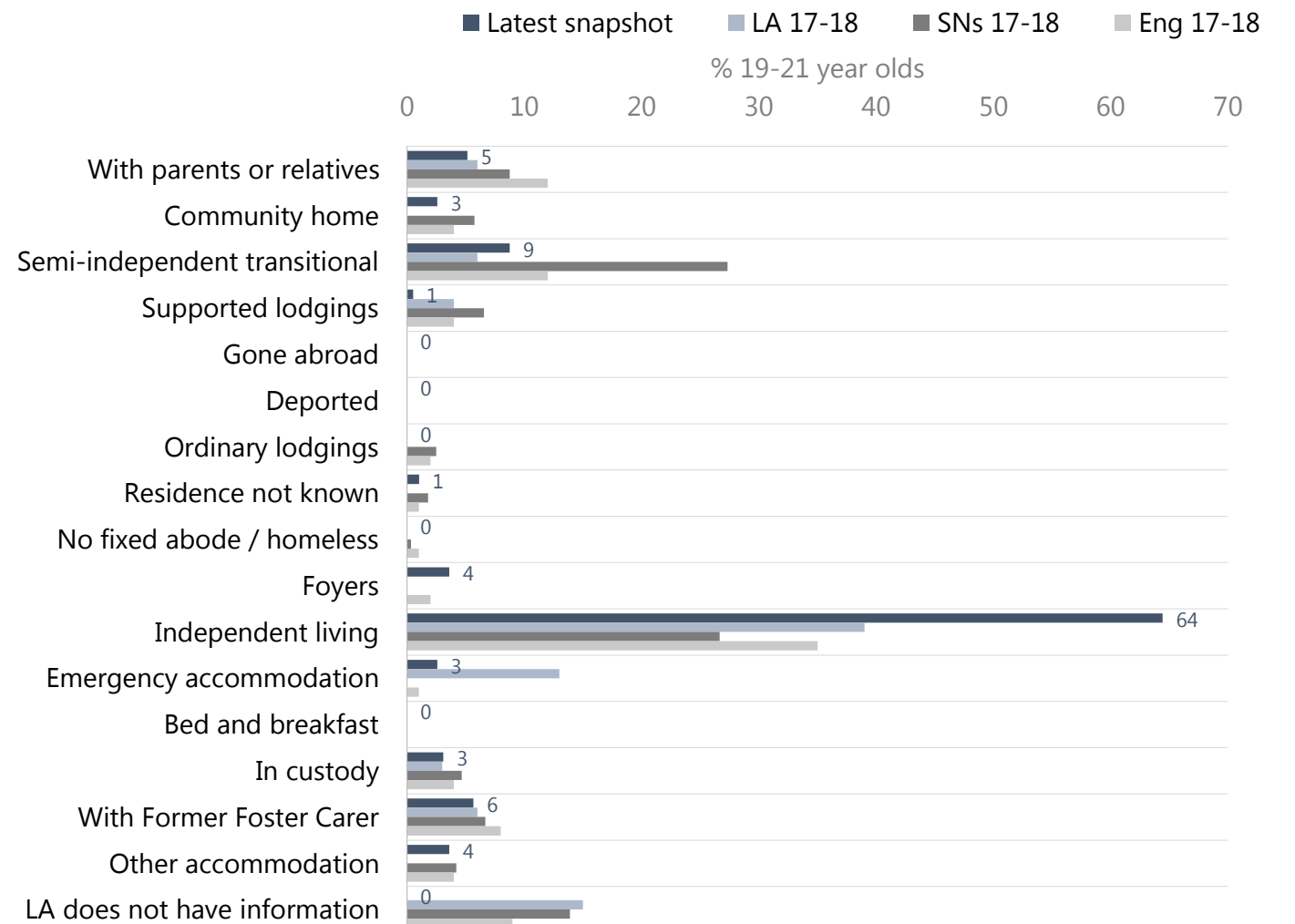
ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	93	55	44	192
In suitable accommodation	100%	95%	100%	98%



Accommodation types of 17-18 year olds



Accommodation types of 19-21 year olds

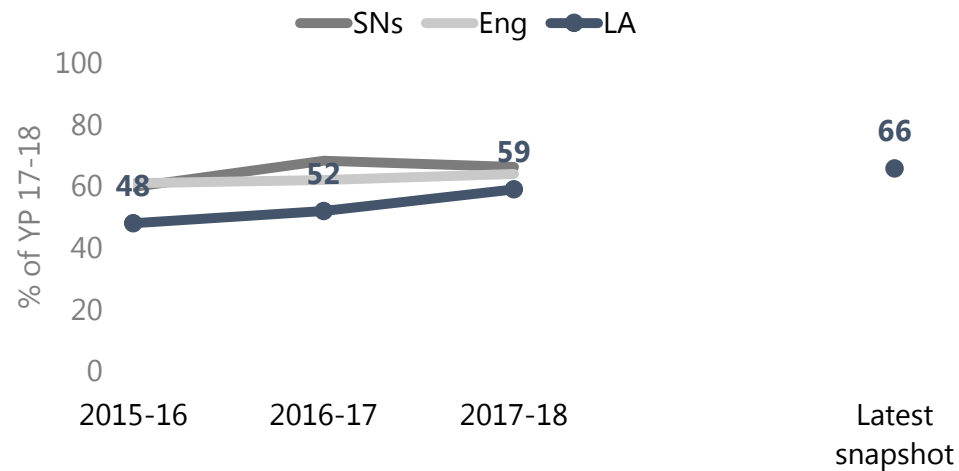
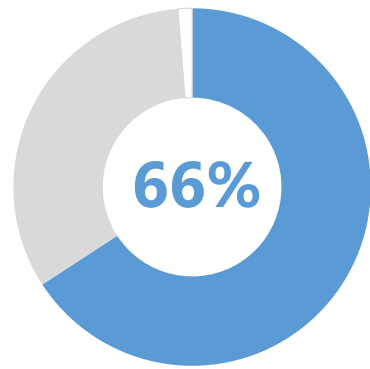


Care leavers activity (Education, Employment, or Training)

Snapshot 13/11/2019

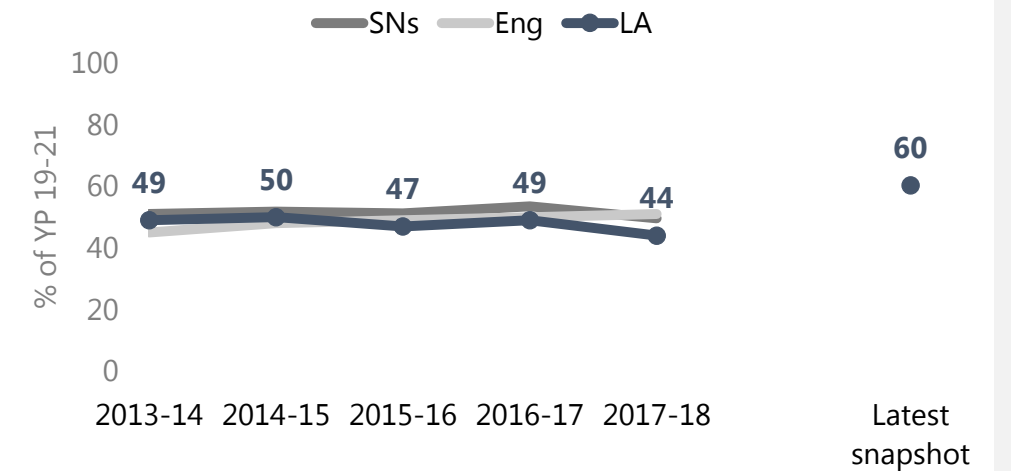
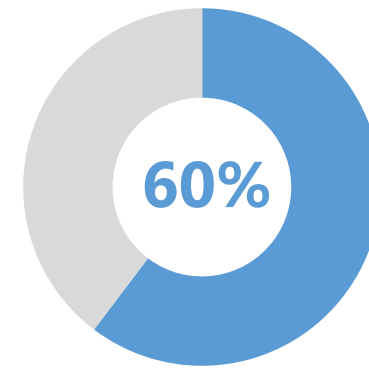
Education, Employment, or Training (EET) of 17-18 year olds

ChAT	Aged 17	Aged 18	Total
Numbers in cohort	0	79	79
In EET	-	66%	66%

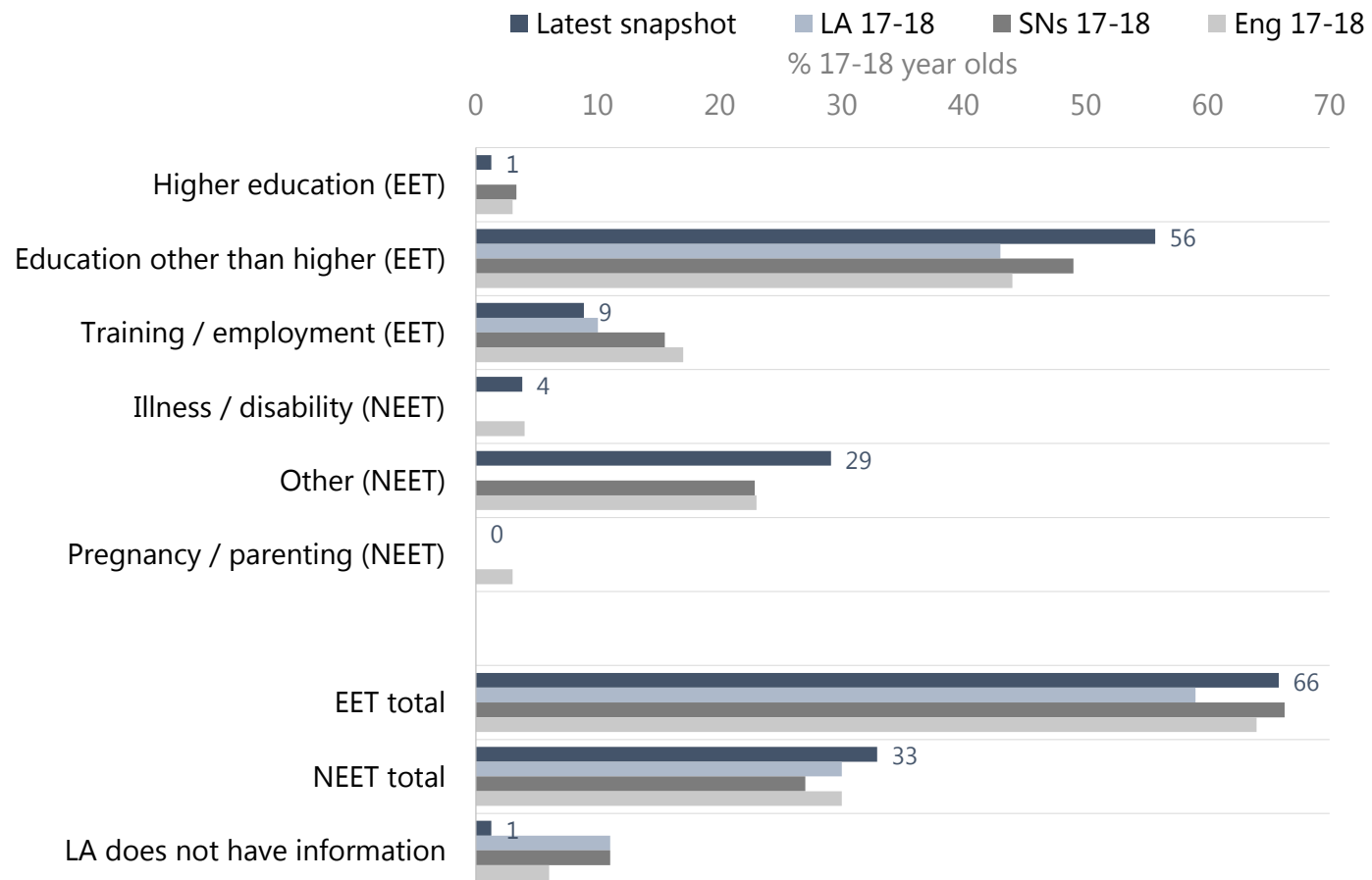


Education, Employment, or Training (EET) of 19-21 year olds

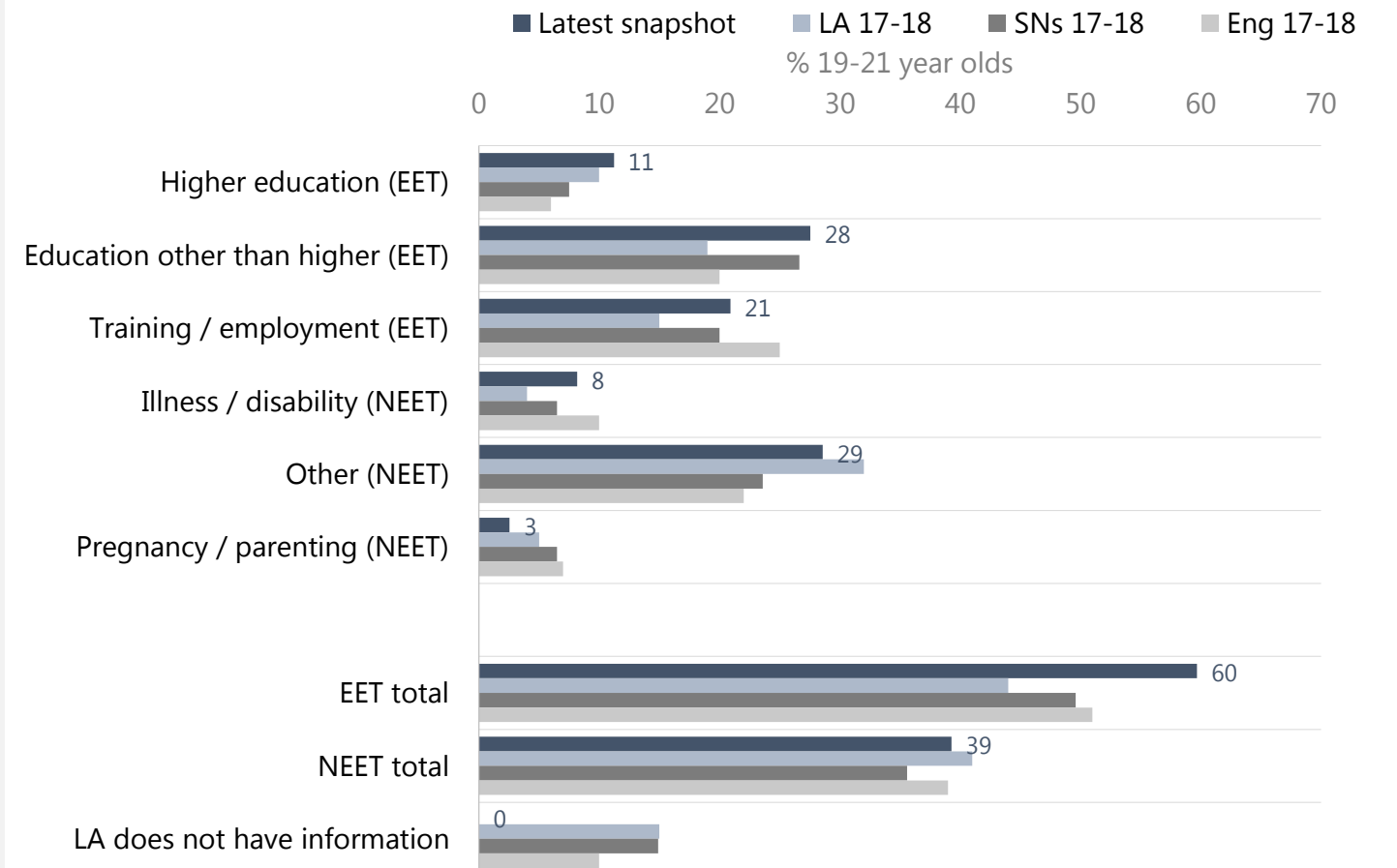
ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	94	56	44	194
In EET	56%	63%	66%	60%



Activity types of 17-18 year olds



Activity types of 19-21 year olds



Children adopted, waiting to be adopted, or had an adoption decision reversed in the last 12 months from 14/11/2018 to 13/11/2019

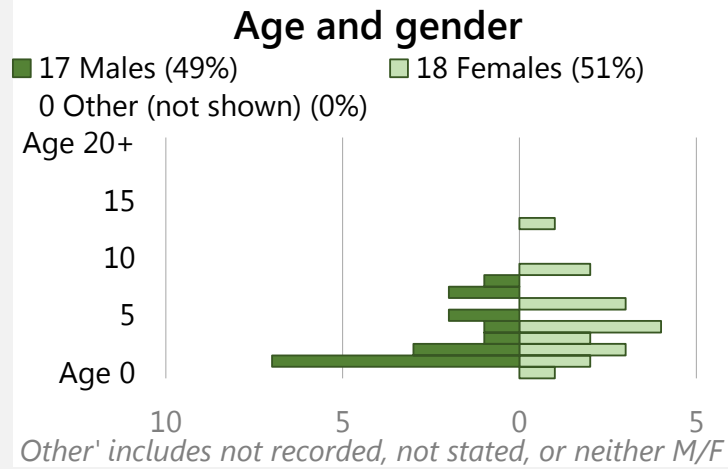
35 children

- 11 Child/ren adopted last 12 months
- 23 Child/ren waiting to be adopted
- (21 Child/ren waiting with placement order)
- 0 Child/ren with decision reversed

Ethnic background

White	63%
Mixed	26%
Asian or Asian British	3%
Black or black British	9%
Other ethnic group	0%
Not stated	0%
Not recorded	0%

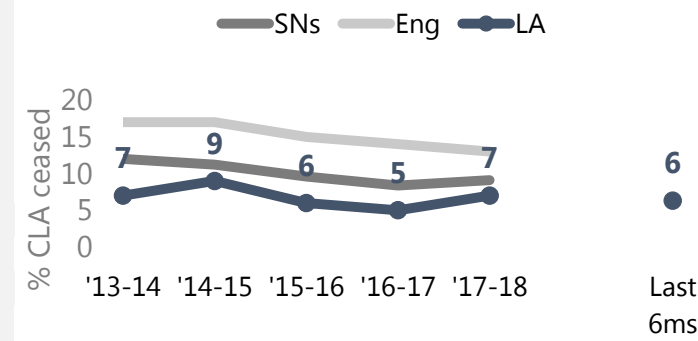
See page 20 for comparisons



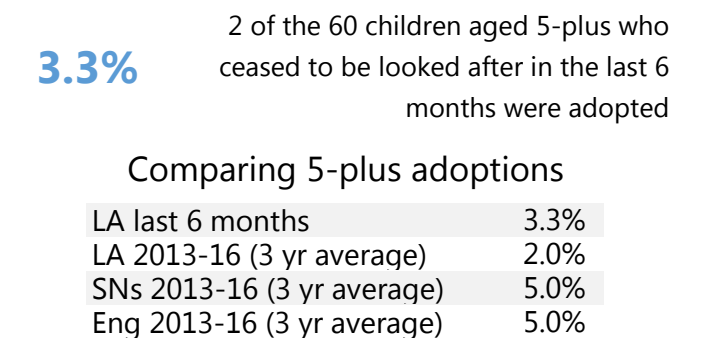
0 children (0%) with a disability

Of the 79 children who ceased to be looked after in the last 6 months, 5 was/were adopted (6%)

Children ceased who were adopted

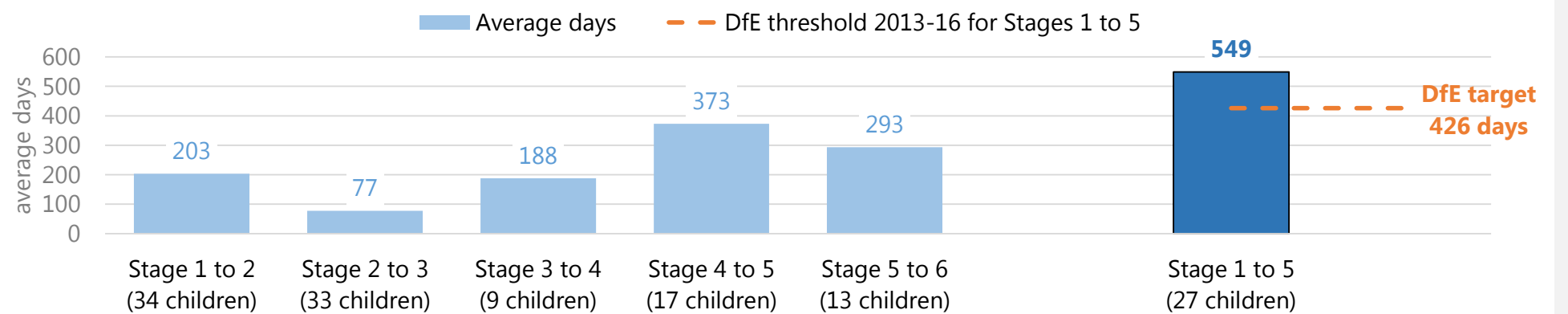


Children aged 5-plus who were adopted

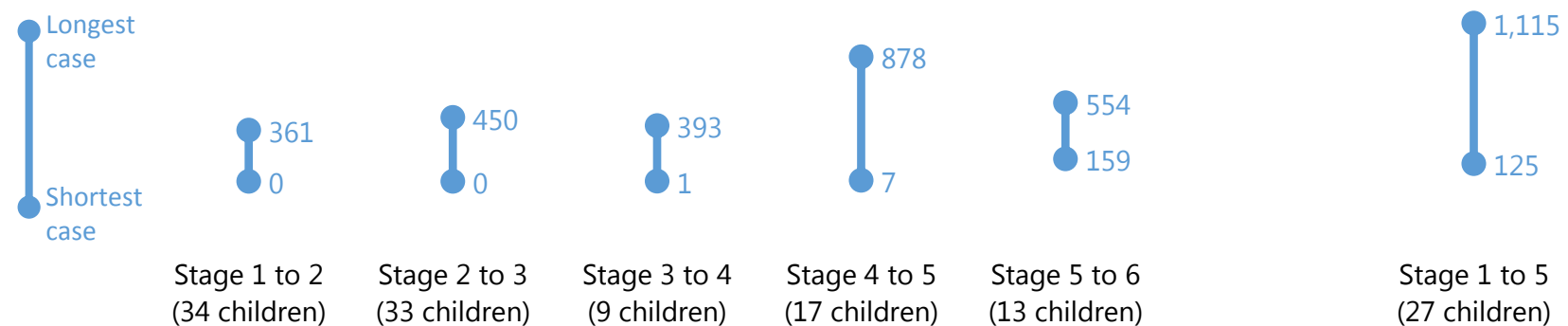


Timeliness of each stage of the adoption process

Average duration of each stage (number of days)



Range in days between shortest and longest cases at each stage

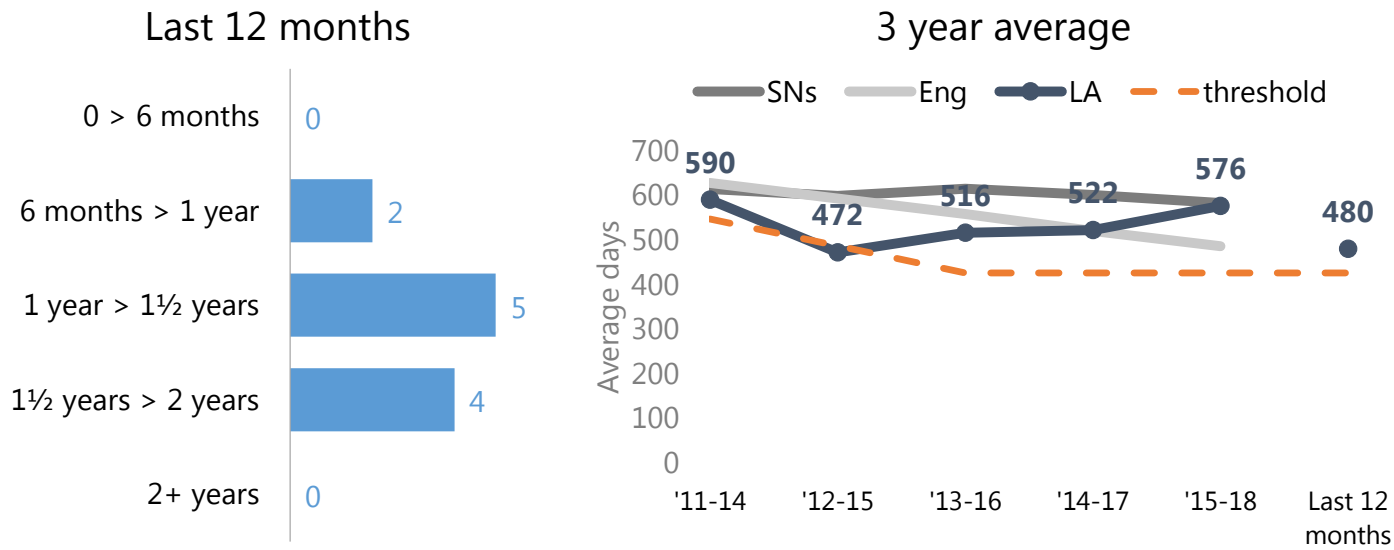


Adoption benchmarking

from 14/11/2018
to 13/11/2019

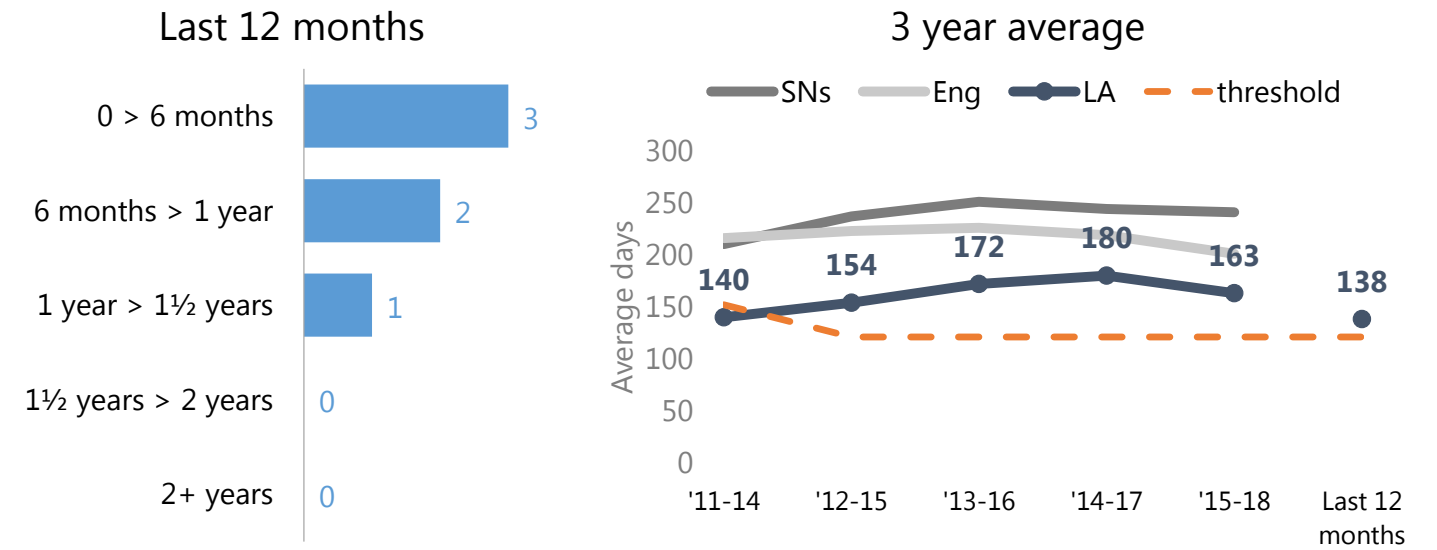
(A1) Time between entering care and placed with family for adopted children

480 days The average number of days from the date the child entered care to the date the child moved in with their adoptive family for adopted children
 11 children



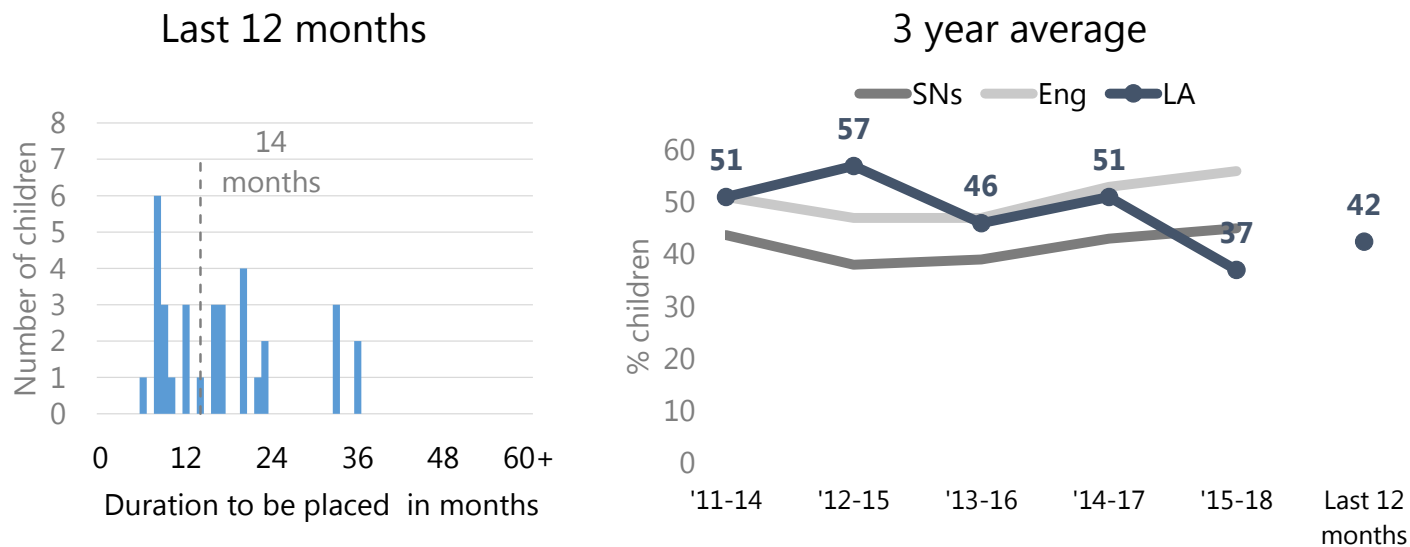
(A2) Time between placement order and deciding on a match

138 days The average number of days from the date of the placement order to the date the child was matched to prospective adopters
 6 children



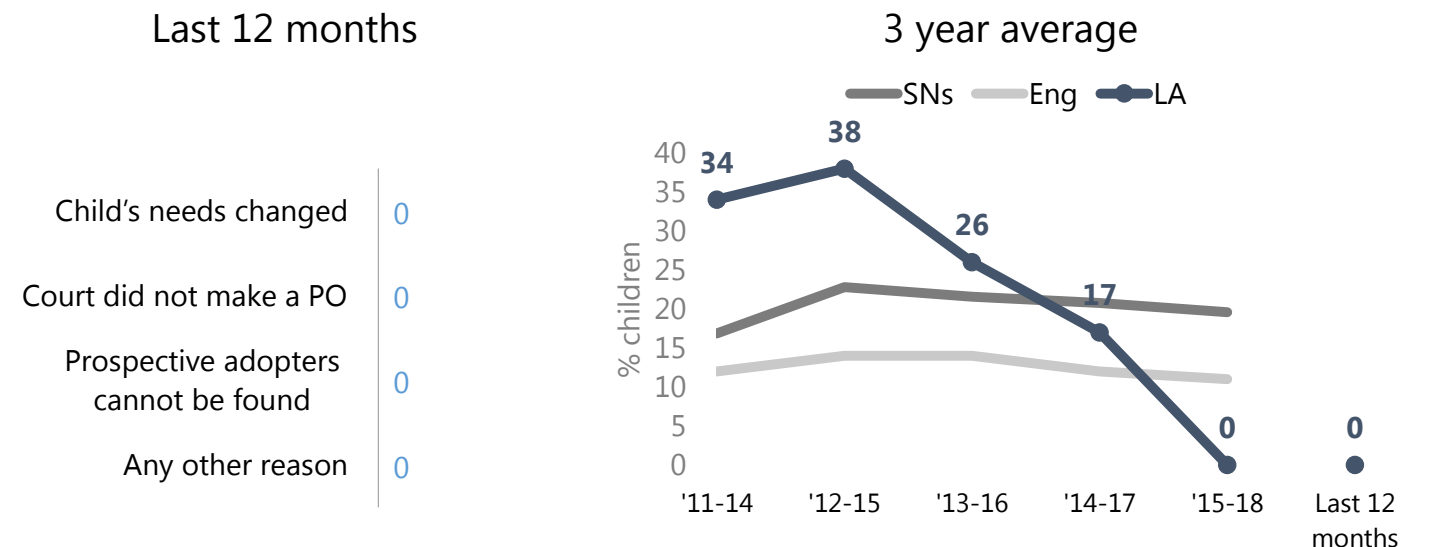
(A3) Time between entering care and placed for adoption

42% Children placed who waited less than the threshold between entering care and being placed for adoption (threshold: 14 months for 2013-16)
 14/33 children



(A5) Permanence decision changed away from adoption

0% Children where there was a decision that the child should no longer be placed for adoption
 0/35 children



Prospective adopters in the last 12 months

from 14/11/2018
to 13/11/2019

0 prospective adopters (0 families)

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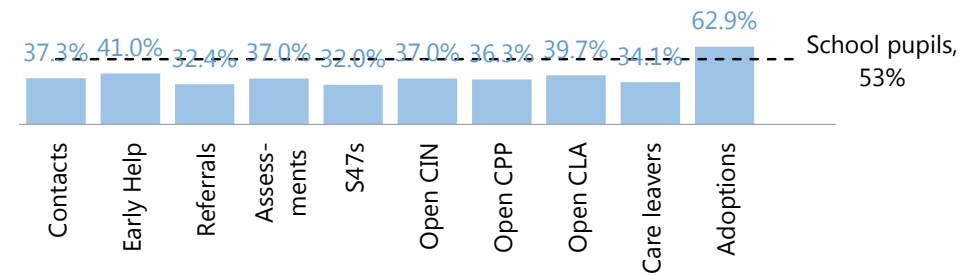
Demographics of children across all areas of children's social care

Snapshot 13/11/2019

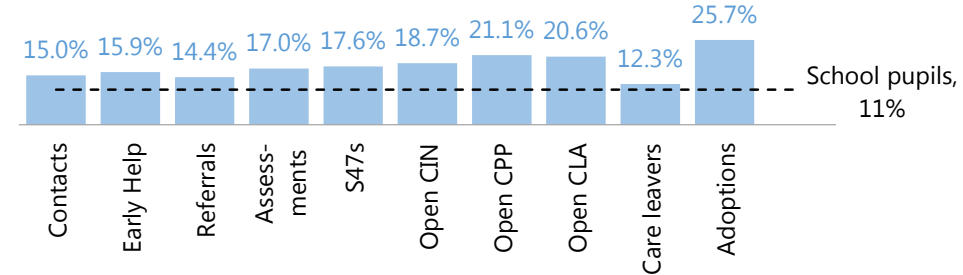
Ethnicity

ChAT* compared to pupils in the LA's primary and secondary schools (Jan-18)
*percentage of known ethnicity only

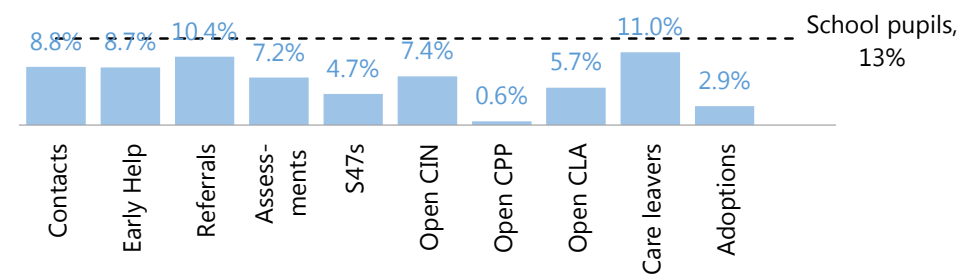
White



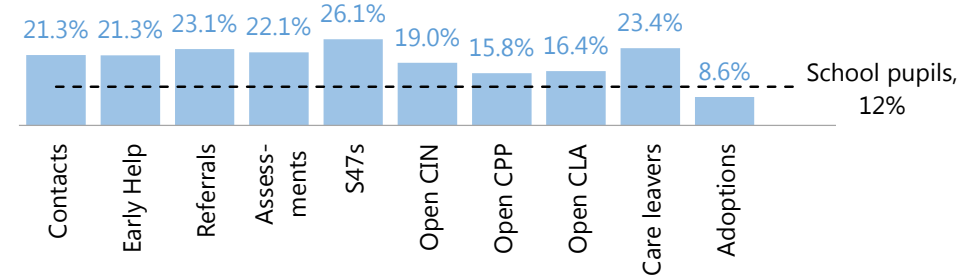
Mixed



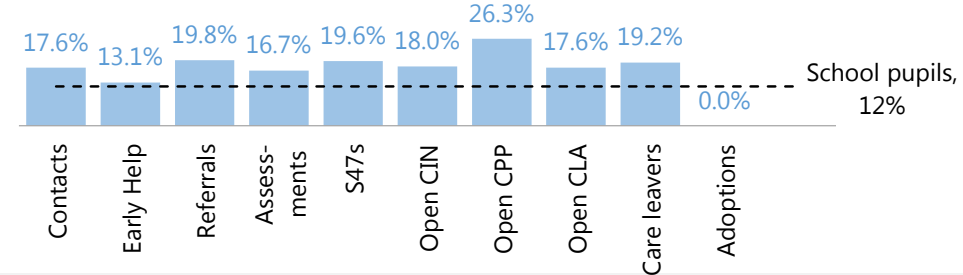
Asian



Black



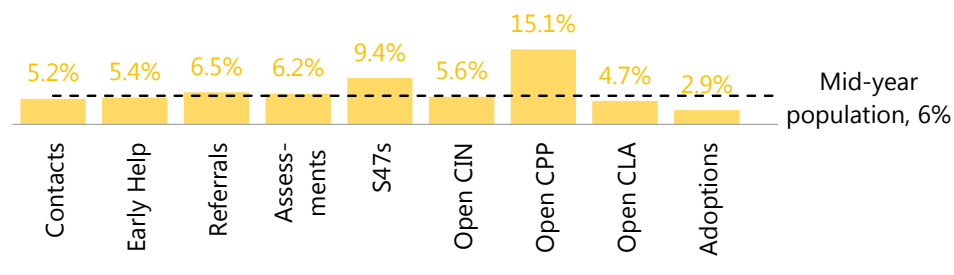
Other



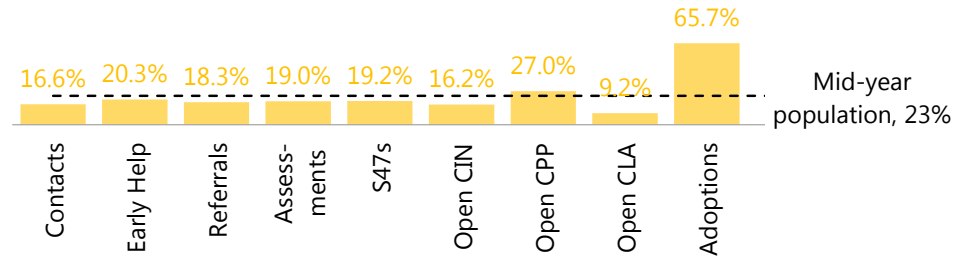
Age

ChAT* compared to mid-year population estimates (ONS-2017)
*percentage of known age only

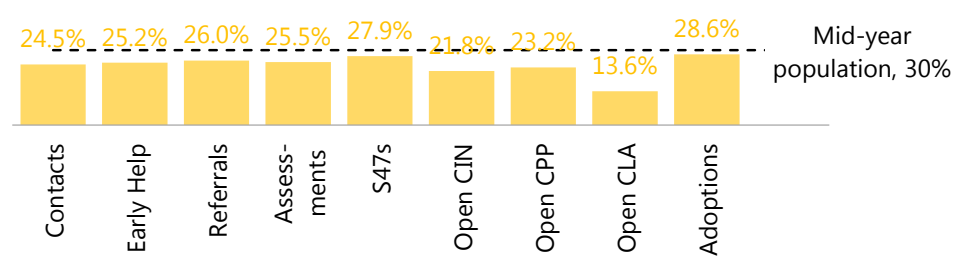
Under 1



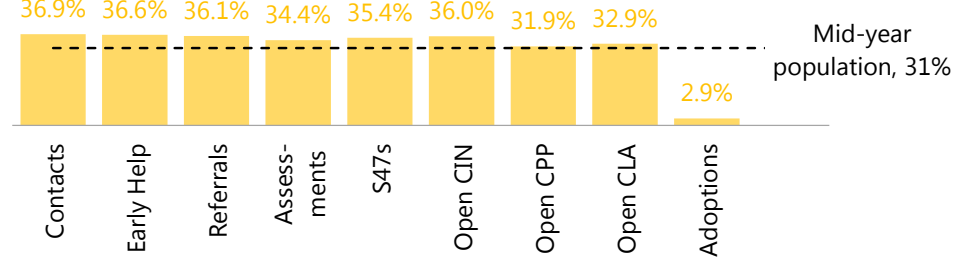
1 to 4



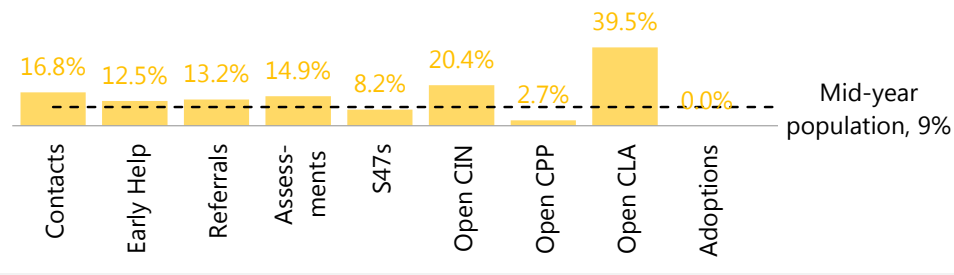
5 to 9



10 to 15

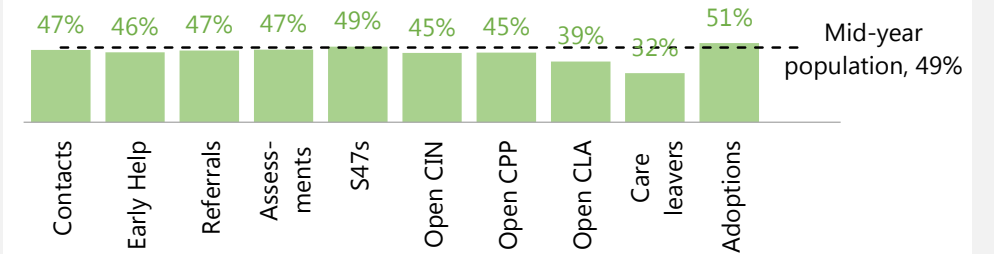


16 and over

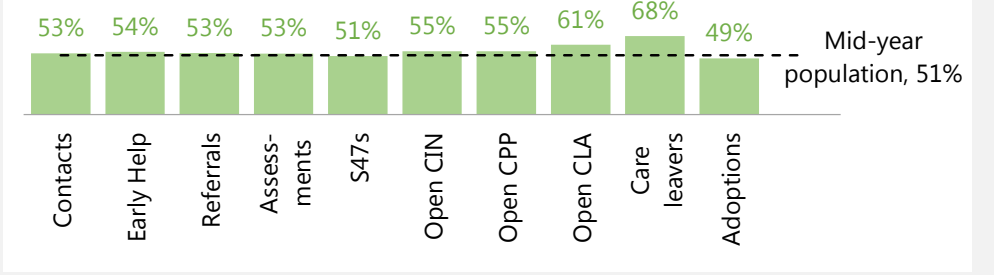


Gender

ChAT* compared to mid-year population estimates (ONS-2017)
*percentage of Male / Female genders only, excludes Other



Male



Comparing CLA demographics

CLA figures compared to published population statistics

Ethnicity

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
White	40	53	lower -25%	39	53	lower -26%	75	75	no dif 0%
Mixed	21	11	higher 93%	19	11	higher 79%	9	6	higher 54%
Asian	6	13	lower -57%	9	13	lower -31%	5	11	lower -55%
Black	16	12	higher 39%	18	12	higher 54%	7	6	higher 22%
Other	18	12	higher 47%	16	12	higher 34%	3	2	higher 27%

Age

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Under 1	5	6	lower -18%	7	6	higher 21%	6	6	higher 9%
1 to 4	9	23	lower -61%	7	23	lower -70%	13	23	lower -44%
5 to 9	14	30	lower -55%	9	30	lower -70%	19	29	lower -36%
10 to 15	33	31	higher 5%	37	31	higher 18%	39	32	higher 23%
16-plus	39	9	higher 318%	40	9	higher 324%	23	10	higher 122%

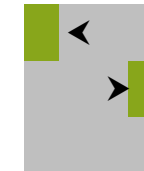
Gender

	LA Latest snapshot			LA 2018			Eng 2018		
	CLA	Pop	% difference	CLA	Pop	% difference	CLA	Pop	% difference
Male	61	51	higher 18%	62	51	higher 21%	56	51	higher 9%
Female	39	49	lower -19%	38	49	lower -22%	44	49	lower -10%

Comparisons of headline figures and performance data to published statistics

The table below shows the Local Authority's latest data for each indicator as calculated in ChAT, and the direction of travel since the latest published statistics (where available).

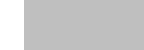
Decreasing, low is good



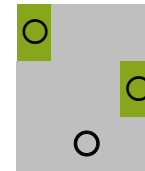
Increasing, high is good



No change, not RAG rated



Lowest 25% quartile, low is good



Highest 25% quartile, high is good



Mid 50% range, not RAG-rated



Indicator	Latest data (ChAT)			Latest published statistics for all local authorities					Date
	LA	Direction of travel		LA	SNs	Eng	LA compared to mid-50% range of all LAs		
Referrals received (annual rate per 10,000 of children)	291	Decrease	←	423	479	553	Lower	○	2017-18
Referrals to social care that were within 12 months of a previous referral (%)	15	Decrease	←	17	17	21	In range	○	2017-18
Assessments completed (annual rate per 10,000 of children)	683	Increase	→	471	503	532	In range	○	2017-18
Assessments completed within 45 working days (%)	85	Increase	→	66	89	83	Lower	○	2017-18
Children subject to section 47 enquiries (annual rate per 10,000 of children)	93	Decrease	←	108	155	167	Lower	○	2017-18
Children subject of an initial child protection conference (annual rate per 10,000 of children)	28	Decrease	←	31	66	67	Lower	○	2017-18
Initial Child Protection Conferences held within 15 working days of the start of the section 47 enquiry (%)	83	Increase	→	65	84	77	Lower	○	2017-18
Children in need (snapshot rate per 10,000 children)	180	Decrease	←	230	306	341	Lower	○	2017-18
Children who are the subject of a child protection plan (snapshot rate per 10,000 children)	20	Increase	→	18	41	45	Lower	○	2017-18
Children who became the subject of a CP plan for a second or subsequent time (%)	11	Increase	→	10	16	20	Lower	○	2017-18
Children who ceased to be on a CP plan whose plan lasted 2 years or more (%)	0	Decrease	←	8	3	3	Higher	○	2017-18
Children who are looked after (snapshot rate per 10,000 children)	37	Decrease	←	37	44	64	Lower	○	2017-18
Children looked after who had a missing incident in the period (%)	22	Increase	→	17	13	11	Higher	○	2017-18
Children looked after who were away without authorisation in the period (%)	12	Increase	→	9	7	4	Higher	○	2017-18
Children looked after who had their teeth checked by a dentist in the last 12 months (%)	61	Decrease	←	86	90	84	In range	○	2017-18
Children looked after who had their annual health assessment (%)	88	Decrease	←	98	94	88	Higher	○	2017-18
Children who ceased to be looked after in the period who were adopted (%)	6	Decrease	←	7	9	13	Lower	○	2017-18
Children who ceased to be looked after in the period due to a Special Guardianship Order (%)	5	Decrease	←	13	20	11	In range	○	2017-18
Children leaving care over the age of 16 who remained looked after until their 18th birthday (%)	77	Decrease	←	81	70	74	Higher	○	2017-18
Care leavers aged 19-21 in suitable accommodation (%)	98	Increase	→	81	80	84	In range	○	2017-18
Care leavers aged 19-21 in education, employment, or training (%)	60	Increase	→	44	50	51	Lower	○	2017-18
A1 - Average time between entering care and moving in with family for children who were adopted (days)	480	Decrease	←	576	583	486	Higher	○	2015-18
A2 - Average time between LA receiving placement order and LA deciding on a match with family (days)	138	Decrease	←	163	241	201	In range	○	2015-18

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Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Risk Manager Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk		Residual Risk			Target Risk		Response Option	Direction of Travel
								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact	Likelihood		
Strategic Risks																
STR16	Environmental sustainability	An inability to adequately manage the environmental impact of resident and business activities (such as air quality, insulation, renewable energy, packaging resource management and climate change) could lead to negative long-term consequences to the local environment resulting in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations.	Executive Director Environment	Assistant Director Transportation and Highways	Statutory Duty	ENV-Creating a healthy environment	-Delivering air quality action plan -Rolling out electric vehicle charging points -Developing a reduction and recycling waste plan -Planting trees on highways (in 1st year - more to do and funding to do this) - Delivery of the long term transport strategy	4	5	4	5	20	3	3	Treat	Same
STR17	Strengthening Children's safeguarding	A lack of strong safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person, (e.g. potential death) and the council failing to meet its statutory duties.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-Delivery of robust delivery plan to take recommendations forward. -Monitoring of impact of delivery 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 Multiagency Safeguarding Arrangements (MASA) membership and work programme. -Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services). -Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels	5	4	4	4	16	4	3	Treat	Same
STR19	Failure of third party Pension administrator meeting standards	Poor performance levels could lead to delays in meeting statutory deadlines such as annual benefit statements / valuations and/or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; and members not receiving the correct benefits or receiving benefits late.	Director of Finance	Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Recruitment of an interim pension manager to enhance client side management and internal scheme governance. -Monthly update meetings to measure progress against service improvement plans. - Establishment of Barnet Pensions Team with Finance	4	4	4	4	16	3	2	Treat	Increased
STR09	Increase in the NLWA levy	The expected replacement of the NLWA Energy from Waste (EfW) facility (expected 2026) could lead to an increase in the waste disposal levy of potentially up to £9million per annum and any additional financial cost relating to delays in the construction of the EfW resulting in an increased financial pressure on the council.	Executive Director Environment	Development Manager/ Director of Finance	Finance	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	- Active engagement through officers and NLWA Members - Development of long-term financial strategy - Ongoing analysis of waste data flows	5	5	5	3	15	5	2	Treat	Same
STR08	Major regeneration schemes (incl. Brent Cross)	Failure to effectively manage the major regeneration schemes (incl. Brent Cross) could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	- Steering Groups are in place to discuss the works and ensure there is project documentation. - Project boards are in place to discuss and monitor the works- Regular review at GROB (growth, regeneration, operations boards)- Regular review Brent Cross Governance Board -Scheme by scheme basis, teams will investigate market conditions	5	5	5	3	15	5	2	Treat	Same
STR02	Customer experience	Lack of joined up of systems across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service.	Deputy Chief Executive	Head of Customer Services and Digital	Finance	P&R - Continuing to improve Customer Services	- Demand reduction initiatives with high volume services and CSG agreed with timelines for delivery - Customer transformation programme delivering a range of online improvements which should limit the need for customers to call us - safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online - Monthly web performance meeting group are held - Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs.	4	4	4	3	12	4	2	Treat	Same
STR07	Workforce engagement	Insufficient staff engagement (lack of investment and empowerment) and inadequate succession planning could lead to problems with recruitment and staff dissatisfaction, skilled staff leaving and high vacancy rates resulting in failure to meet statutory duties or council priorities; and workforce and financial pressures.	Chief Executive	Assistant Director HR	Staffing & Culture	P&R -Ensuring we have strong financial management to make best use of our limited resources	1. A new recruitment system is in place to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates.-done 2. The council has invested in new office accommodation to provide a new, modern working environment to support flexible working-done 3. The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. 4. Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff. 5. Develop and monitor HR improvement plan	4	4	4	3	12	4	2	Treat	Same
STR20	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/ knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Assistant Director HR	Business Continuity	P&R - Being resilient as a local authority	- Learning and development opportunities, including opportunities via Apprenticeship Levy - Workforce/succession planning	4	5	3	4	12	3	2	Treat	Reduced
STR05	Resilience management	Insufficient resilience management (e.g. Business Continuity, Emergency Planning, H&S) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff or the public; and legal challenge.	Director of Assurance	Head of Organisational Resilience	Business Continuity	P&R - Being resilient as a local authority	- Current review of EP and BC arrangements including strategy, exercises, training and resources - Implementation of 2018 Audit Recommendations - Corporate BC Strategy and Plan in plan. - Maintenance of BC lead network - Identification of P1 staff and relocation venues across the councils sites - Corporate Health and Safety Management system in place: Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance .	4	5	4	3	12	4	2	Treat	Same

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Risk Manager Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk		Residual Risk		Target Risk		Response Option	Direction of Travel	
								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact			Likelihood
STR14	Perception of safety	An increase in knife crime in London, hate crime and fake news could lead to a reduction in residents' perceptions of safety in the wider community resulting in an increase in community tension and demand for services.	Assurance Director	Assistant Director of Community Safety and Regulatory Services	Statutory Duty	CLL - Keeping Barnet safe	Working with Barnet Safer Community Partnership to deliver the knife crime action plan -Invested in Environmental Enforcement (e.g. litter and flyposting) -Action Days with Police in Partnership with Re (regulatory Services) -effective use of CCTV across the Borough -Work with Barnet Homes on Environmental & regulatory Enforcement (e.g. noise and pests) and joint Action across Estates	4	4	4	3	12	3	2	Treat	Same
STR13	Community cohesion	Insufficient community engagement and/or participation following national and / or local tensions could lead to anti-social behaviour; breakdown of community cohesion resulting in civil unrest and an increase in hate crime.	Deputy Chief Executive	Assistant Director of Strategy and Communications	Business Continuity	CLL - Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime	Working in partnership with the Police to monitor tensions and local issues, and response. Working with the Barnet Multi Faith Forum and Community Together Network to increase engagement with the community. Delivering initiatives to encourage and celebrate cohesion such as Together we are Barnet.	4	4	4	3	12	4	2	Treat	Same
STR03	Funding uncertainty due to economic downturn	A downturn in the economy could lead to financial pressures due to a large proportion of our funding coming from council tax income and business rates income. This could result in a reduction in service quality; non-delivery of the MTFS; and use of reserves.	Director of Finance	Acting Head of Revenues and Benefits	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Analysis of monthly collection performance - Analysis of Housing Benefit and Council Tax Support awards and claims - Contingency and reserves in place to mitigate the short term impact. - Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	3	4	3	12	4	3	Tolerate	Same
STR15	Declining health of town centres	Changes in the retail sector (e.g. online shopping, inflexible leases, high rents) could lead to a declining health of local town centres (with low business survival rates and high vacancy rates) resulting in a poor quality place; loss of business rates and lack of local physical services; and fewer jobs.	Deputy Chief Executive	Director for Growth	Finance	ARG - Supporting local businesses to thrive	- Dedicated officer in place to engage and support business support activities; dependency on the council is generally limited to maintain a focus on council priorities - Putting in place SPDs and planning instruments to allow for flexibility in town centre developments. - Working with redevelopers north Finchley, bidding for GLA and government grants. Seek funding where possible. work with major landowners to increase football (Cricklewood, Edgware) - Work with Town teams to take responsibility	3	5	3	4	12	3	3	Treat	Same
STR11	Prevention and managing demand	If capacity in the market (private or voluntary) falls this could lead to an unmanageable demand for Adult Social Care services within the current envelope (staffing/financial resources) resulting in a failure to meet statutory duties and additional pressure on staffing and finances.	Executive Director Adults and Health	Assistant Director Communities and Performance	Statutory Duty	A&S -Supporting those with disabilities, older, and vulnerable residents to remain independent and have a good quality of life	-For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. -Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. more streamline and better focus on quality. - Working across North Central London to share ideas / learning how quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance.. - Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts)	4	4	4	3	12	4	2	Treat	Same
STR12	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director Adults and Health	Director of Adult Social Care	Statutory Duty	A&S -Integrating health and social care and providing support for those with mental health problems and complex needs	Joint planning and coordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Sustainability and Transformation Plan process. At the Borough level, there is close working through the joint commissioning unit, the health and wellbeing executive group and the A&E delivery board which actively manage plans to control demand pressures in the early urgent system. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. Actively monitoring of referral and activity data and any concerns to the Trust. Monitoring sign off of DTOC's across Acute, Community and Mental Health NHS trusts. Work with Barnet CCG has secured additional investment form NHS England to support extra capacity over the Winter.	4	4	4	3	12	4	2	Treat	Same

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Risk Manager Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk		Residual Risk		Target Risk		Response Option	Direction of Travel	
								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact			Likelihood
STR06	Adults Safeguarding	If council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director Adults and Health	Director of Adult Social Care	Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	Barnet council & partners has signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 2019/20. These have been updated in Q1 19/20, and represent best practice. - The council has a comprehensive Learning & Development programme for social care practitioner to support high quality safeguarding practice. - quality assurance framework is in place which includes Independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement. - a quality board meets monthly to review the findings from mechanism in the quality assurance framework and track any improvement actions agreed. - Performance monitoring of safeguarding, happens monthly and quarterly by management team and performance team of Barnet safeguarding adults board. - Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. - Implementation of the MASH from June 2019 - Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM)	4	4	4	3	12	4	3	Tolerate	Same
STR10	Growth Agenda	Failure to manage the growth agenda could lead to a poor quality of place (physical and social infrastructure) resulting in resident dissatisfaction; lack of community; reduced CIL, New Homes Bonus and Council Tax growth; and lack of economic potential.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Regular review at GROB (growth, regeneration, operations boards) 2. Scheme by scheme basis, teams will investigate market conditions 3. Active engagement with Building industry to encourage appropriate development in the borough 4. Working closely with community to ensure benefits of growth are widely spread and distributed	5	3	5	2	10	5	2	Tolerate	Same
STR04	Financial Management	If financial management and controls are not sufficient this could lead to budget overspend, non-achievement of MTFS targets and the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Regular budget monitoring meetings with budget managers - Regular reporting to CMT - Mitigating actions to contain overspends identified and implemented - Achievement of savings tracked and alternative actions indented where not achievable	4	4	3	3	9	2	1	Treat	Same
STR18	Neglecting corporate parenting duty	if the council and its partners neglect to fulfil their duty as Corporate Parents this 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.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process. -The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	4	4	3	3	9	3	2	Treat	Same
STR01	Non-delivery of services	Ineffective governance, leadership, management or a weak internal control environment could lead to poor quality or non-delivery of services resulting in dissatisfaction; failure to meet statutory duties or council priorities; potential harm to the public; and legal challenge.	Chief Executive	Head of Programmes, Performance and Risk Head of Internal Audit	Statutory Duty	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Weekly CMT meetings with regular oversight of budgets, performance, risk and audit activity - Regular reporting of budgets, performance and risk to Policy & Resources Committee, Financial Performance & Contracts Committee and Theme Committees - Annual audit of performance and risk management frameworks to ensure compliance - Annual audit plan - Monthly Internal Controls Board (ICB) - Regular reporting of audit activity to Audits committee - Controls to mitigate the associated risk, AG020 -- If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.'	5	3	3	2	6	2	1	Treat	Same
Service Risks																
Adults and Health																
PH06	Pandemic Influenza type disease outbreak	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents	Director of Public Health and Prevention	Consultant in Public Health	Statutory Duty	HWBB - Continuing improvements on preventative interventions	Barnet multi-agency pan flu preparedness exercises and plans.	5	4	5	4	20	5	4	Tolerate	Same

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								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact			Likelihood
AC001	Increased overspend to meet statutory duties	LBB could have insufficient resources to meet its statutory duties with regard to adult social care due to operating in an environment in which there are on-going funding pressures, uncertainty in future demand for services, 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. Alternatively, it would lead to a deterioration in the council's overall financial position.	Executive Director Adults and Health		Statutory Duty	A&S -Efficient delivery of statutory duties	The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. There is also a programme of work underway to proactively manage in-year budget pressures.	5	5	5	4	20	3	3	Treat	Same
AC046	Adults Multi-Agency Safeguarding Hub (MASH) Resourcing	Insufficient resource and subject expertise within the MASH due to capacity constraints within service areas, e.g. mental health, strategic partners could lead to the MASH being less effective resulting in the MASH being unable to effectively safeguard vulnerable adults.	Director of Adult Social Care		Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	The Adults MASH has been established with the use of existing staff and expertise forming the basis of the MASH. It is recognised that the MASH will operate within the context of resource constraints across teams and partners but both physical and virtual arrangements have been established to ensure the process is effective and vulnerable adults are safeguarded. Management of staffing levels and resource requirement will be monitored closely and in response to increasing volume of referrals additional staffing resource is being implemented. A dedicated MASH team consisting of 1 Team Manager, 1 lead practitioner and 3 full time social workers will be established from 14 Nov. From the w/c 14 Oct there is additional resource within the MASH from other teams to support the management of incoming referrals.	5	5	3	5	15	1	2	Treat	Same
Assurance																
AG020	Audit actions not implemented	If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Head of Internal Audit	Statutory Duty	P&R - Being resilient as a local authority	Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Monthly Internal Controls Board (ICB) when officers are asked for updates against their actions and challenged if progress not made - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Internal Audit Manager role created, key aspect of role will be to manage the follow-ups process including new approach to following up Mediums, launched November 2019 (approved by Audit Committee in Oct '19)	4	5	4	4	16	4	3	Treat	Same
Finance																
FIN002	Implementation of 2019/20 savings	If the savings identified for 19/20 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for the council	Director of Finance	Executive Directors, including DCE Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Monthly budget monitoring - Budget setting process validating savings	5	5	5	4	20	4	2	Treat	Same
FIN001	Impact of uncertainty on Finances	The uncertainty of the national and regional political landscape, legislative changes and local government funding could lead to changes that affect council services and as a result in a further reduction of the multi-year budget	Director of Finance	Director of Finance Deputy Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible. - Transparent and critical analysis of savings delivery to be incorporated into monthly budget monitoring reports. - Budget holder sign offs of budgets and regulations	5	4	5	3	15	4	2	Treat	Same
FIN003	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	5	5	3	15	5	1	Treat	Same
Growth and Corporate Services																
G&C065	Consolidation of Street Scene services in the East of the borough	If the council are unable to acquire the GBN Services site this could lead to insufficient space for operations at Oakleigh Road Depot resulting in an impact in the delivery of services.	Director of Growth	Head of Property and Asset management	Finance	ARG - Efficient and cost-effective asset management	1. LBB is working closely with Network Rail on the negotiations. 2. co-ordination between all parties to ensure a consistent approach and ensure all plans work together at the depot.	5	5	4	4	16	3	2	Treat	New
Environment																
TS013	Passenger Transport Services move	The Passenger transport service (PTS) vehicles will no longer be able to be located at North London Business Park past June 2020, this is due to the council re-locating to Colindale. If vehicles are not moved this will lead to disruption to the Home to School transport service for Special Education Need children in and out of borough, and this will result in increase costs and potential services disruptions.	Street Scene Director	Head of Fleet and Transport	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	5	5	4	20	4	3	Treat	Same

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								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact			Likelihood
SS020	Remedial work at the depot	Remedial works are required the Oakleigh Road depot this is resulting in service disruption which is estimated for up to 9 months, this could also result in increased resident dis-satisfaction.	Street Scene Director	Assistant Director	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. There is a weekly review meeting taking place with the contractor and the updates are provided to the steering group chaired by the Chief Executive. 2. Regular staff briefings	5	5	4	5	20	5	3	Treat	Same
SS018	Challenge to recruitment and retention	The challenge of recruiting and retaining the right people for the right roles particularly within the transport workshop, refuse loaders and HGV drivers, this could lead to low staff morale and reduction in quality of service resulting on the council not meeting the agency objectives and an increase on financial impact	Street Scene Director	Assistant Director	Staffing and Culture	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Utilising multiple markets 2. Channels for recruitment.	4	4	4	4	16	2	2	Treat	Same
PI011	Winter Service	The relocating of the gritting depot from Barnet to Harrow could lead to the service being less reactive in terms of speed of response which could result in the service struggling to deliver the instructed gritting actions in appropriate timescales and thereby increasing the risk of the Public Highway not being kept safe (free from the dangers of ice and snow)	Executive Director Environment	Head for Network and Infrastructure	Business Continuity	ENV - Keeping the borough moving, including improvements to roads and pavements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. A possible site at Mays lane has been explored but it has been identified that it would not be possible to achieve planning permission for this site, so the search continues. 4. Lessons learnt exercise from the 2018/19 gritting season and the review of the Winter Service Plan needs to be undertaken by Regional Enterprise and the plan suitably updated well in advance of the 19/20 winter gritting season due to commence at the end of October 2019. 5. Put arrangements in place to store up to 400T of salt in the Oakleigh Depot as a further contingency measure and order the salt prior to the commencement of the winter season and replenish throughout the season.	5	4	5	3	15	5	2	Treat	Reduced
Customer Support Group																
CSG 55	Poor delivery of pension service by administration team	Poor management of pension administration resulting in scheme members experience delay in receiving benefits and have a poor quality customer experience reputational damage to the councils and potential enforcement actions by the regulator which could lead to financial loss to the council.	Director of Finance	HR Pension CSG lead	Finance	P&R - Ensuring we have strong financial management to make best use of our limited resources	Review and 'Monitor Pension service CSG and scrutiny by the pension board on a quarterly basis. Contractual remedy where appropriate. -Monthly update meetings to measure progress against service improvement plans.	4	5	4	4	16	2	2	Treat	Increased
Re																
OP27	Affordability of the Thames Link project	If the Thameslink project becomes unaffordable, this could lead to uncertainty of the Thameslink project resulting in the council potentially having to increase its funding of the project/or non completion of the project altogether.	Deputy Chief Executive (LBB)	(Operations Director, RE)	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Governance board has overcite of the project budget, monthly meetings are in place to review this. 2. Dedicated finance Resource is being recruited and will report to Finance manager (Paul Clarke) 3. Re are exploring whether the grant is at risk should the project not go ahead.	5	3	5	3	15	3	1	Treat	Increased

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POLICY AND RESOURCES (P&R) COMMITTEE DELIVERY PLAN

1. INTRODUCTION

- 1.1 This report provides a **thematic overview of performance** for **Q3 2019/20** focusing on the MTFs savings and activities to deliver the **priorities** in the **Policy and Resources (P&R) Committee Annual Delivery Plan**, which can be found online at:
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9461&Ver=4>

2. SAVINGS

- 2.1 The total amount of **savings** identified for P&R Committee in 2019/20 is **£2.312m**. This is shown in table 1.

Table 1: Savings forecast delivery (Q3 2019/20)

Ref	Service area	Description of Savings	Savings for 19/20	Q3 19/20 Forecast	Comment
P&R4	CSG	Capita contract price reduction	640	640	Reduction in contract price is contractual and has been delivered.
P&R4a	CSG	Further Capita contract savings	400	63	Delay in the new Service Model being implemented due to delays in moving to Colindale and the website launch has impacted on the ability to reduce resources earlier. The service is reviewing options to plug this gap.
P&R5	Central expenses	Insurance contract renegotiation	22	22	Achieved
P&R6	Commissioning Group	Senior management changes (NB only counting savings in Commissioning Group here)	750	750	Restructure implemented
P&R7	Commissioning Group	Reconfigure Communications & Strategy team and reduce running costs	183	183	Restructure completed
P&R9	Cross-cutting Commissioning	Economies of scale from joined up professional support services	297	297	Saving deleted - funded from contingency
P&R21	Assurance	Stop refreshments for committee meetings	0.5	0.5	Achieved
P&R22	Assurance	Stop rental costs for member surgeries & use council owned / free premises	4	4	Achieved

Ref	Service area	Description of Savings	Savings for 19/20	Q3 19/20 Forecast	Comment
P&R23	Assurance	Stop funding of BT lines for elected members	16	0	Delayed until 20/21
Total			2,312	1,960	

3. PRIORITIES

3.1 This section provides an update on the Committee's priorities as follows:

- A summary of progress on Actions¹ to deliver the priority
- Performance of Key Performance Indicators (KPIs)²
- Risks to delivering the Actions and priority
- High (15 to 25) level risks from the Corporate Risk Register³

3.2 The Q3 status for each of the Committee's priorities is shown in table 2. This reflects the *overall performance on Actions, KPIs and Risks*⁴ for each priority.

Table 2: Priorities for P&R Committee

Section	Committee Priority	Q3 Status
4.	Ensuring we have strong financial management	Limited
5.	Continuing to improve customer services	Good
6.	Continuing to work effectively with strategic partners	Satisfactory
7.	Planning strategically to enable Barnet to grow and meet the needs of residents	Good
8.	Being resilient as a local authority	Good
9.	Ensuring residents are treated equally, with understanding and respect, and all have access to quality services	Good

4.	Ensuring we have strong financial management	Q3 Status
		Limited

4.1 Summary of Actions Satisfactory progress

4.1.1 The Q3 budget position showed an overspend of £1.418m. There are plans in place to manage the financial position to achieve the target. Monthly monitoring is undertaken and

¹ A Summary of the Actions is provided for each priority. These are RAG rated as follows: Complete or Good progress = GREEN (where no Actions RAG rated RED); Satisfactory progress = AMBER (where no more than one Action RAG rated RED) or Limited progress = RED (where two or more Actions RAG rated RED).

² KPI RAG rating reflects the percentage variance of the result against the target as follows: On target = GREEN (G); Up to 9.9% off target = AMBER (A); 10% or more off target = RED (R). The Direction of Travel (DOT) status shows the percentage variation in the result since last year e.g. Improving (↑ I), Worsening (↓ W) or Same (→ S). The percentage variation is calculated as follows: Q3 19/20 result minus Q3 18/19 result equals difference; then difference divided by Q3 18/19 result multiplied by 100 = percentage variation. KPIs are illustrated by (q) quarter; (c) cumulative up to end quarter; (s) snapshot in time; or (r) rolling 12 months.

³ The Corporate Risk Register includes strategic risks (strategic and business critical risks) and high (15 to 25) service/joint risks (service and contract delivery risks). All risks are managed in line with the council's risk management framework. The risk registers are live documents and the Q3 19/20 Corporate Risk Register provides a snapshot in time (as at end December 2019). The risk ratings are: Low = 1 to 3 (GREEN); Medium/Low = 4 to 6 (YELLOW); Medium/High = 8 to 12 (AMBER); and High = 15 to 25 (RED).

⁴ The Q3 Status reflects the *overall performance* on Actions, KPIs and Risks as follows: Complete or Good progress = GREEN (where no Actions or KPIs RAG rated RED and no more than one high level risk); Satisfactory progress = AMBER (where no more than one Action or KPIs RAG rated RED and/or no more than two high level risks) or Limited progress = RED (where two or more Actions or KPIs RAG rated RED and/or more than two high level risks).

corrective actions identified where required. See *Strategic Performance Report* for more detail.

- 4.1.2 There has been good progress in delivering the savings targets in the MTFS. However, Current forecasts on savings targets in the MTFS for 2019/20 have fallen to 84% (from 87% in Q2). Regular budget monitoring is undertaken with monthly reports to CMT. Where there is slippage in delivery, or plans are identified as non-deliverable, budget holders are supported to identify alternatives.
- 4.1.3 Work has been ongoing to refine and update financial controls and respond to evolving best practice and independent advice.
- 4.1.4 There were 51 new *high* (7) and *medium* (44) priority audit actions relating to financial systems in Q3. These were across the following audits: Accounts Receivable, Cash and Bank, Public Health – Compliance with Grant Conditions and MTFS Assurance Process.
- 4.1.5 13 *high* priority audit actions relating to financial risk were due to be implemented in Q3; of these, 7 (54%) were fully implemented within the quarter. The six remaining actions related to audits of Accounts Payable; Pension Fund Finance and Investment; and the Highways Programme.
- 4.1.6 In Q3, an approach was introduced for following up *medium* priority actions relating to financial risk, not just high priority actions, for reporting to the Audit Committee. 28 *medium* priority audit actions relating to financial risk were due to be implemented in Q3; of these, 14 (50%) were fully implemented within the quarter. The 14 remaining actions related to audits of Accounts Payable; Pension Fund Finance and Investment; Pensions Admin; Integra Access & Program Change Management; and Accounts Receivable – Debt Management and Collection.
- 4.1.7 A number of Corporate Anti-Fraud Team (CAFT) investigations were closed in Q3: 29 corporate fraud cases were closed; 71 concessionary travel fraud cases were closed; no financial investigations were closed; and 83 tenancy fraud cases were closed. These were reported to Audit Committee on 30 January 2020. The report can be found on the website at: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=144&MId=9848&Ver=4>

4.2 KPIs

- 4.2.1 There are five KPIs for this priority, which monitor strong financial management. Four KPIs are Monitor only for Q3. One KPI did not meet the Q3 target.
- **Implemented high and medium audit recommendations relating to fundamental financial systems (RAG rated RED) – 51% against a target of 90%.** Six out of 13 high priority actions were not implemented. These actions related to audits of Accounts Payable; Pension Fraud Finance and Investment and the Highways Programme. 14 out of 28 medium priority actions were not implemented. These actions related to audits of Accounts Payable; Pension Fund Finance and Investment; Pensions Admin; Integra Access & Program Change Management; and Accounts Receivable – Debt Management and Collection.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Outturn is within £1m of the budget (q)	Smaller is Better	New for 19/20	<£1m	Monitor	£1.418m	New for 19/20	New for 19/20	No benchmark available
In-year incoming resources balanced to outgoing resources (q)	Smaller is Better	New for 19/20	-£4.2m	Monitor	-£6.9m	New for 19/20	New for 19/20	No benchmark available
Budget savings being delivered (q)	Bigger is Better	New for 19/20	Monitor	Monitor	84%	New for 19/20	New for 19/20	No benchmark available
High and medium audit recommendations issued relating to fundamental financial systems (q) ⁵	Smaller is Better	New for 19/20	Monitor	Monitor	51 ⁶	New for 19/20	New for 19/20	No benchmark available
Implemented high and medium audit recommendations relating to fundamental financial systems (q)	Bigger is better	New for 19/20	90%	90%	51% (R)	New for 19/20	New for 19/20	No benchmark available

4.3 Risks

4.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a high (15 to 25) level and have controls/mitigations in place to manage the risks.

- **FIN002 - Implementation of 2019/20 savings (risk score 20).** If the MTFs savings identified for 2019/20 are not fully implemented, this could lead to non-achievement of MTFs targets and an overspend on the revenue budget. Monthly monitoring arrangements and budget setting processes are in place to manage the risk. Savings targets are being closely monitored though there has been some slippage. Recovery plans are being developed to deliver further savings and reduce the level of overspend.
- **FIN001 - Impact of political uncertainty on Finances (risk score 15).** The uncertainty of the national and regional political landscape, legislative changes and local government funding changes that affect council services could lead to further reduction of the multi-year budget. The Council Management Team has identified actions to help mitigate the existing overspend, such as incorporating critical analysis of savings delivery into monthly budget monitoring reports. Action plans for savings over the MTFs were presented to P&R Committee on 6 January 2020 and detailed the MTFs and a draft budget for 2020/21.

⁵ This KPI measures new high and medium audit recommendations raised in the quarter, whereas the other indicator is about recommendations that have been implemented (but may have been raised in the previous quarter or even longer ago).

⁶ This compares to 41 new high and medium audit actions relating to financial systems in Q2. These were across the following audits: Highways Programme; Accounts Payable; and Brent Cross Cricklewood - Financial Controls.

- **FIN003 - Ineffective financial controls (risk score 15).** Ineffective internal controls, governance arrangements or policies and procedures could lead to an increased risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption. Following a review of internal controls in 2018 by Grant Thornton, an action plan was developed. The control environment continues to be improved through (1) testing of controls to identify any further control weaknesses; and (2) reviewing actions to implement improvements to controls. There is regular reporting to Finance SMT and updates to the Internal Control Board. A detailed review of controls is being undertaken to identify areas where further improvements are needed along with the implementation of the audit programme.

8.3.2 In addition to the risks in the Annual Delivery Plan, there was a *strategic* and *joint risk* for this priority that were scored at a high (15 to 25) level in Q3.

- **STR19 - Failure of third-party Pension administrator meeting standards (risk score 16 – increased from 12).** Poor performance levels could lead to delays in meeting statutory deadlines such as annual benefit statements and/or member benefits being inaccurate or paid late which could result in enforcement action by the Pensions Regulator. Performance of the administration function is below the minimum acceptable level. A remediation plan is in place with progress against target dates being monitored. A pension team has been established to identify service gaps, agree on necessary actions and monitor implementation.
- **CSG55 - Poor delivery of pension service by administration team (risk score 16 – increased from 9).** Poor management of pensions administration could lead to scheme members experiencing delays in receiving benefits and/or inaccurate pension information resulting in enforcement actions by the Pensions Regulator. A remediation plan is in place with progress against target dates being monitored. Enhanced scrutiny has identified new failings for which corrective actions and timescales are being agreed with the pension administrator.

5. Continuing to improve customer services	Q3 Status Good
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5.1 Summary of Actions Satisfactory progress

- 5.1.1 Satisfactory progress has been made but more work needs to be done to improve customer service. A further phase of improvements will focus on Environment, Council Tax and Highways.
- 5.1.2 There has been continued focus on ensuring the council’s website meets new Government regulations for AA accessibility, so it is suitable for users with additional accessibility needs. Ensuring the website supports accessibility needs is now part of business as usual.
- 5.1.3 To support the digital offer, three new systems went live: 1) a new booking for registrars, allowing customers to book appointments online; 2) a new parking system, enabling the payment of parking tickets and permits; and a new library notification function, informing customers of renewals and expirations. The fly tipping notification system for Environment will be tested in Q4 ahead of rollout of a new system for the service. Engagement sessions will continue to be held monthly with customers to gain feedback and ensure improvements are consistently made.

5.2 KPIs

5.2.1 There are five KPIs for this priority, which monitor customer services. Three KPIs met the Q3 targets – satisfaction with customer services; satisfaction with the council's website and web volumes. One KPI is Monitor only for Q3. One KPI did not meet the Q3 target.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Overall satisfaction with customer services (excl. web satisfaction) (q)	Bigger is Better	90%	89%	89%	90.7% (G)	↓W - 0.2%	89.9%	No benchmark available
Satisfaction with the council's website (q) ⁷	Bigger is Better	32%	55%	55%	59.7% (G)	Not comparable ⁸	30%	No benchmark available
Increase in web volumes (r) ⁹	Bigger is Better	New for 19/20	10%	10%	+85% ¹⁰ (G)	New for 19/20	New for 19/20	No benchmark available
Reduction in phone volumes (r) ¹¹	Bigger is Better	New for 19/20	30%	-7.5%	- 11% ¹² (G)	New for 19/20	New for 19/20	No benchmark available
Cost of Customer Service provision (via benefits tracker) (q)	Bigger is Better	New for 19/20	Reduce baseline by £400k (c.20%)	Monitor	£77k	New for 19/20	New for 19/20	No benchmark available

5.3 Risks

5.3.1 One risk was closed in Q3¹³. There remain two risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.

- **G&C022 - Website User Experience (risk score 6).** This risk relates to the potential failure of the website (for technical or accessibility reasons) to support the channel shift ambitions. Customer service data is regularly reviewed to feed into improvements to the website. Work on ensuring website accessibility to meet new Government regulations, has continued. Website technical performance has remained stable. The next stage of improving the customer experience will focus on reviewing online forms
- **G&C019 - MTFs Customer Service Savings 19/20 (risk score 12).** The £400k savings may not be delivered in 19/20 due to a lack of demand reduction and/or channel shift to

⁷ A new methodology for website satisfaction has been introduced from Q3. Therefore, Q3 result cannot be compared to last year.

⁸ A new methodology for website satisfaction has been introduced from Q3. Previously, the KPI result was based on user feedback which totalled less than 1% of overall customer web visits. The KPI has been reviewed and is now more holistic. The new methodology is based on customer satisfaction and the websites Digital Certainty Index which measures accessibility and usability.

⁹ Percentage increase in web volumes compared to same time last year.

¹⁰ There has been a significant increase in web volumes between October 2019 and December 2019 compared to last year. This was due to the launch of new systems for registrars and parking and visits relating to the General Election.

¹¹ Percentage reduction in phone volumes compared to same time last year.

¹² Rolling 12 months to December 2019.

¹³ G&C021 Unexpected Customer Service demand and CSG98 Delivery of MTFs saving were merged in Q3 and G&C021 subsequently closed.

online improvements. Demand reduction initiatives are in place for high volume services; the Customer Transformation programme is delivering a range of online improvements; and safeguards are in place to protect service areas that are used by the most vulnerable residents and those that cannot get online. This risk has materialised, with notification that the full savings will not be delivered by year-end. In Q3, £77k savings had been identified against target of £400k. Discussions have continued with services to plan for unexpected increases in demand and impact on the contract volume.

6. Continuing to work effectively with strategic partners	Q3 Status
	Satisfactory

6.1 Summary of Actions Satisfactory progress

6.1.1 Partnership Board was held on the 4 December 2019 with attendance from most partner organisations. There was a presentation on enviro-crime in the Borough and discussion on environmental sustainability, with agreement to discuss climate change and environmental sustainability at future meetings. The CTN meeting scheduled for December 2019 could not take place due to pre-election regulations.

6.2 KPIs

6.2.1 There is one KPI for this priority, which monitors attendance at strategic partnership meetings. This KPI did not meet target in Q3. 75% of those who accepted a meeting invite attended the strategic partnership meeting in Q3. There was a high level of attendance with representation from most partner organisations. There are in total 16 partner organisations with attendance from 12 at Partnership Board on the 4 December 2019. The figures were impacted by the quarterly Community Together Network (CTN) not being held due to pre-election regulations, which typically has higher attendance.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Overall attendance at strategic partnership meetings	Bigger is Better	New for 19/20	80%	80%	75% ¹⁴ (A)	New for 19/20	New for 19/20	No benchmark available

6.3 Risks

6.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.

- **G&C023 - Ineffective partnership approach (risk score 9).** If strategic partners do not engage with the council this could lead to an ineffective working and may impact on the delivery of joint aims and priorities. The winter CTN meeting was cancelled due to Purdah. The Partnership Board met on the 4 December 2019, with the agenda focused on environmental crime.

¹⁴ The result is an estimate based on attendance at the Partnership Board and CTN meetings.

7. Planning strategically to enable Barnet to grow and meet the needs of residents	Q3 Status
	Good

7.1 Summary of Actions Satisfactory progress

- 7.1.1 The draft Local Plan (Regulation 18 consultation stage) was approved by P&R Committee on 6 January 2020 and public consultation commenced on 27 January 2020 and will run for seven weeks.
- 7.1.2 The revised timetable for the Local Development Scheme (LDS), the programme for the Local Plan and associated policy documents, was also agreed by P&R Committee in January; the second consultation stage (Regulation 19) will now take place in late 2020/21.
- 7.1.3 Work on planning policy frameworks to support emerging areas of growth are underway. Evidence preparation and scoping reports for a 'Middlesex University and the Burroughs' Supplementary Planning Document (SPD) have been completed, work is now underway on preparing the draft SPD for consideration by P&R Committee.
- 7.1.4 The Infrastructure Delivery Plan and Site Viability evidence for a revised Community Infrastructure Levy (CIL) Charging Schedule are underway. The revised timetable was set out in the LDS and these documents will be published in early 2020/21 alongside the Draft Charging Schedule for a revised Community Infrastructure Levy.
- 7.1.5 Further work on the Local Plan and other planning policy documents will continue in 2020/21, with details of the proposed programme of work agreed in the LDS.

7.2 KPIs

- 7.2.1 There is one KPI for this priority, which monitors delivery of planning policy documents such as the Local Plan and Supplementary Planning Documents. Generally, there will be two to three outputs per annum, except with the Local Plan stages.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Deliver Planning Policy Documents	Bigger is Better	New for 19/20	100%	100%	No Activity ¹⁵	New for 19/20	New for 19/20	No benchmark available

7.3 Risks

- 7.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/low (4 to 6) and medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.
- G&C024 – Delay of Local Plan (risk score 8).** Significant objections or lack of support for draft policies or proposed site allocations could delay the Local Plan timetable resulting in delayed adoption of new policies to guide development and scrutiny by the MHCLG. The consultation for the Local Plan will need to provide strong reassurance to local communities that they are being heard and concerns are acknowledged. The Planning Policy Lead will be speaking at the Federation of Resident Associations ahead of the public consultation.

¹⁵ No activity, as no Planning Policy documents had to be delivered in Q3.

- **G&C025 - Delays to policy documents (risk score 4).** Unnecessary delay to the consideration of proposed projects and policy documents may result in missed opportunities to influence planning implications or delays to decision about sites/projects. Pre-election regulations delayed the presentation of the Growth strategy and Local Plan until January 2020 where they were presented to P&R Committee and Housing and Growth Committee.
- **G&C026 - Local plan housing target (risk score 12).** Changes to national or regional policy or targets could limit the council's ability to secure policy alignment or deliver progress with policy in a timely manner resulting in the Local Plan not being compliant. This risk is being monitored by sub-regional groups such as the West London Alliance, London Councils and the Association of London Borough Planning Officers. Conversations with the Ministry of Housing, Communities and Local Government (MHCLG) have invited them to recognise that their own target related to 'unconstrained growth' and there are constraints to growth within the borough. The council has agreed to be an informal pilot for proposed MHCLG revisions to Housing Delivery incentives, which will act to remind them that the Local Plan approach is acceptable.

8. Being resilient as a local authority	Q3 Status Good
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8.1 Summary of Actions Good progress

- 8.1.1 Business continuity (BC) and resilience arrangements have progressed in the last year, but it is recognised that there is more to achieve and areas for improvement have been identified, which will form part of a work plan for the coming twelve months.
- 8.1.2 There has been work on strengthening the Organisational Reliance team and recruitment for resilience advisors to support the Head of Organisational Resilience. Preliminary planning has taken place with the North Central Group (NCG) for exercise Safer City 2020.
- 8.1.3 Contingency arrangements have been reviewed against the new Resilience 2019/20 Standards for London. Next steps have been identified to continue to further develop the resilience response, such as community engagement and communications with partner organisations,
- 8.1.4 Secretariat support continued to be provided to the Borough Resilience Forum. Two meetings were held in Q3, with one focusing on Brexit in October 2019 and the other usual business in November 2019.
- 8.1.5 BC contact details are reviewed each quarter and each service must have an identified BC Lead. BC arrangements have been rehearsed in relation to a number of incidents.

8.2 KPIs

- 8.2.1 There are no KPIs for this priority.

8.3 Risks

- 8.3.1 There are three risks to delivery of the actions for this priority. These have been assessed at a medium/high (8 to 12) level and have controls/mitigations in place to manage the risks.
- **AG022 - Inability to effectively respond to Major Emergency Incident (risk score 8).** Failure to implement the EP2020 recommendations and non-compliance to the Resilience

Standards for London could lead to the inability to effectively respond to a major emergency. There has been continued focus on emergency response staff levels to maintain minimum standards. Recruitment of additional Borough Emergency Control Centre (BECC) Officers has taken place to relieve staff pressures.

- **AG023 - Inadequate Business Continuity incident response (risk score 12).** Inadequate planning, non-compliance and a lack of trained staff could lead to the council being unable to respond adequately to an incident. There was a loss of network functions in December 2019. In light of this, Business Continuity arrangements for high critical services (Family Services, Adult Social Care and the MASH) are being reviewed to ensure these services can respond to disruptions to everyday business. The quarterly Business Continuity Lead meetings have re-commenced, and Business Continuity Plans have been reviewed in preparation for Brexit.
- **AG042 - Partner Agencies attention (risk score 8).** A major or continuing incident could demand the attention of partner agencies away from the Borough Resilience Forum (BRF). The scheduled BRF meeting took place in November 2019, with an extra BRF meeting held in October 2019 to discuss Brexit.

8.3.2 In addition to the risks in the Annual Delivery Plan, there was a *service risk* for this priority that was scored at a high (15 to 25) level in Q3.

- **AG020 - Audit actions not implemented (risk score 16).** If audit actions are not implemented, this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion. In Q2, 78% of high priority actions were completed by the deadline. This was below the target of 90%. Q3 focused on following-up on a sample of medium priority actions in addition to the high priority actions. The risk score will remain unchanged until there is assurance that the implementation of audit actions is sustainable and consistent. An update on the implementation of Q3 high priority actions was presented to Audit Committee on 30 January 2020.

9. Ensuring residents are treated equally, with understanding and respect, and all have access to quality services	Q3 Status Good
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9.1 Summary of Actions Good progress

- 9.1.1 Good progress has been made in Q3 through established community cohesion channels. Staff demographic data is now available for 1800 employees from job applications, covering all protected characteristics except for maternity. An internal communication campaign asking staff to update their demographic information will be launched shortly.
- 9.1.2 Work has been ongoing to review the Equalities Impact Assessments and ensure compliance with the Public Sector Equality Duty such as training for equalities champions, strategic leads and Members. The equalities impact was included as part of the budget monitoring process for relevant services.
- 9.1.3 Phase 2 of the Together We Are Barnet campaign went live and included the Winter Faith Festival, a programme of interfaith events across the festive season.

9.2 KPIs

9.2.1 There are three KPIs for this priority, which monitor the equality objectives. One KPI met the Q3 target, one KPI is Monitor only and one KPI is due to be reported in Q4.

Indicator	Polarity	18/19 EOY	19/20 Target	Q3 19/20			Q3 18/19	Benchmarking
				Target	Result	DOT	Result	
Staff providing social identify information (s)	Bigger is Better	New for 19/20	Monitor	Monitor	89.5% ¹⁶	New for 19/20	New for 19/20	No benchmark available
Cumulative Equality Impact Assessments carried out for relevant policies and programmes (Annual)	Bigger is Better	New for 19/20	100%	100%	Due Q4 19/20	New for 19/20	New for 19/20	No benchmark available
Community Together Network (CTN) Bulletin circulated to voluntary and faith communities (q)	Bigger is Better	New for 19/20	24	6	6 (G)	New for 19/20	New for 19/20	No benchmark available

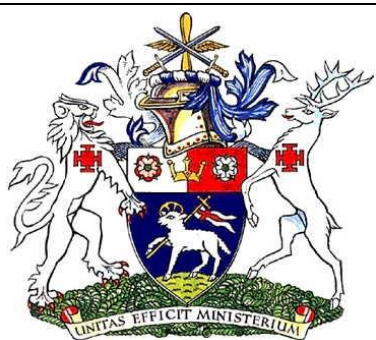
9.3 Risks

9.3.1 There is one risk to delivery of the actions for this priority. This has been assessed at a medium/high (8 to 12) level and has controls/mitigations in place to manage the risks.

- G&C036 - Compliance with Equality Duty (risk score 12).** This risk is being managed through mandatory learning and development on the Public Sector Equality Duty. Guidance material and advice is available for staff requiring support, including on Equality Impact Assessments (EIAs). The EIAs have been re-designed and training was provided for Members in January 2020. VCS partners have been consulted on the principles outlines in the Equalities Policy, which is now due for completion in Q4.

¹⁶ Staff demographic data is now available for 1800 employees from job applications, covering all protected characteristics except for maternity.

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Policy and Resources Committee

19 February 2020

Title	Transfer of 156 General Fund Housing Acquisitions to TBG Open Door Ltd
Report of	Chairman of the Policy and Resources Committee
Wards	All
Status	Public (with associated exempt report – by virtue of paragraph 3 of Schedule 12A Part 1 of the Local Government Act 1972 (as amended) - Information relating to the financial or business affairs of any particular person or body (including the authority holding that information)
Urgent	No
Key	Yes
Enclosures	Appendix 1 – Outline Business Case Appendix 2 [EXEMPT] – List of 156 Acquisitions to be transferred to Opendoor Homes LTD
Officer Contact Details	Derek Rust, Director of Growth & Development, The Barnet Group. Derek.rust@barnethomes.org , 020 8358 4264

Summary

On 20 February 2019 Policy & Resources Committee approved a proposal to transfer a number of properties to TBG Open Door Ltd (Opendoor Homes LTD) and delegated authority to the Deputy Chief Executive to negotiate, settle and complete associated documents including a facility agreement to cover a loan by the Council to Opendoor Homes LTD for the purchase price.

The report to Policy & Resources Committee 20 February 2019 stated at paragraph 4.2.7:

“The absence of minimum revenue provision is based on previous treasury advice. Given the scale of investment, the long-term nature of the loans and changes in the prudential code, further treasury advice is being sought and there is a risk that this could affect the value of provision the council needs to set aside in order to repay the debt. Should the

business case be materially affected by updated treasury advice then the Committee will receive a revised plan for consideration.” and para 4.5.3 refers to it as an updated business case that would be provided.

Officers Recommendations

- 1. That the Committee approves the revised business case for the transfer of General Fund Housing Acquisitions or any of them from the Council to TBG Open Door Ltd from Q1 2020/21 and acknowledges that otherwise the project may be progressed on the same basis as the decision 20 February 2019.**
- 2. That authority is delegated to the Deputy Chief Executive to approve a loan agreement between the Council and Opendoor Homes LTD with an on-lending margin of 1.24%.**
- 3. That the Council, as lender, approves Opendoor Homes LTD application to secure charitable status.**
- 4. That the Committee approves the transfer of the ownership of the properties listed in appendix 2 (in the accompanying exempt report) from the council to TBG Open Door Homes Limited**

1. WHY THIS REPORT IS NEEDED

- 1.1 With the cost of homelessness and the subsequent pressure on the Council’s General Fund Housing budget increasing, solutions are required to help reduce costs to the Council. A number of proposals were put forward as part of the Councils Priority Spending Review which were designed to alleviate short to medium term financial pressure and to generate additional revenue for the Council. The proposal to transfer the General Fund Housing acquisitions to Opendoor Homes LTD achieves both objectives as well as enabling the future increase of affordable housing through Opendoor Homes LTD in line with the Council’s Local Development Strategy.

2. REASONS FOR RECOMMENDATIONS

- 2.1 A decision to transfer the Council’s General Fund Housing Acquisitions was approved by Policy and Resources Committee on 20 February 2019. Since that time, further treasury advice has been sought which has impacted on the expected benefits to the Council, delivered through this proposal.
- 2.2 The cost of servicing the General Fund Housing acquisitions to the Council exceeds the revenue delivered through the assets in the medium term. Transferring the portfolio to Opendoor Homes LTD would mean that the Council would reduce revenue costs whilst retaining the benefit of temporary accommodation cost avoidance. It would also generate additional revenue through an on-lending margin paid by Opendoor Homes LTD. Opendoor Homes LTD is able to deliver the portfolio at a lower revenue cost in the medium term as it is not required to account for minimum revenue provision and can adopt a more flexible debt repayment profile.
- 2.3 The proposal will also help the Council reduce the number of households in temporary accommodation, with Opendoor Homes LTD letting properties on assured shorthold tenancies as private sector placements.

- 2.4 Whilst Opendoor Homes LTD is governed independently in accordance with regulations, it is also a wholly owned subsidiary of Barnet Homes Ltd. In the medium term, the additional asset base that the proposed transfer will provide for Opendoor Homes LTD, will enable them to seek finance for building more homes, especially when taken alongside other proposals to increase their stock, which include their existing build programme, the trickle transfer of void council Housing Revenue Account stock, and the acquisition of 500 homes on the open market funded through a loan from the Council. These initiatives combined will result in Opendoor Homes LTD owning stock of more than 2000 homes, ensuring that it remains a viable housing association able to help the Council meet its' long-term housing objectives.
- 2.5 Opendoor Homes LTD is in the process of applying for charitable status. This would subsequently mean that it becomes exempt from paying Stamp Duty Land Tax for purchases, including the transfer of assets in the proposed transaction. Within the current loan agreement, Opendoor Homes LTD requires lender approval for changes of corporate status. As part of this report we are seeking this approval.
- 2.6 Barnet Homes have developed a revised business case following further treasury advice that shows the benefits of transferring the General Fund Housing acquisitions to Opendoor Homes LTD, as set out in Appendix A.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Do nothing; this would mean that that Council does not realise the short to medium term financial benefits of transferring the acquired stock to Opendoor Homes LTD and does not support the Council's Local Development strategy objective of supporting Opendoor Homes LTD to realise its potential and assist with achieving long term sustainability.

4. POST DECISION IMPLEMENTATION

- 4.1 A loan agreement between the Council and Opendoor Homes LTD would be developed to be agreed by the Deputy Chief Executive and Opendoor Homes LTD' Board.
- 4.2 Properties and titles would be transferred to Opendoor Homes LTD for their current market value.
- 4.3 Properties would continue to be used for the provision of long-term affordable accommodation, let at Local Housing Allowance rates unless otherwise agreed with the Council. The London Borough of Barnet will continue to have nomination rights to these properties. Properties would be let on assured shorthold tenancy agreements and Opendoor Homes LTD would provide a full management service.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 By reducing the cost of homelessness to the Council's General Fund, the transfer of stock to Opendoor Homes LTD aligns with the Council's Corporate Plan 2015-2020 objective:

"Where services are delivered efficiently to get value for money for the taxpayer".

5.1.2 The proposal to transfer acquisitions from the Council to Opendoor Homes LTD contributes to the Council's priority of ensuring decent quality housing that buyers and renters can afford, prioritising Barnet renters by ensuring high quality housing and services, investing in homes and communities in the long term and re-investing in further delivery of housing and in services for existing residents.

5.1.3 It is also aligned with the Council's Local Development Strategy, approved at Housing & Growth Committee on 27 January 2020, which aims to help Opendoor Homes LTD realise its full potential and ensure longer-term sustainability. A lead objective within this strategy is for the Council to pursue the transfer of the 156 General Fund Housing acquisitions to Opendoor Homes LTD.

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

5.1.1 To fund the purchase of the portfolio from the Council, a loan agreement between the Council and Opendoor Homes LTD will be required for a total capital sum of £43.3m.

Table 1 – Capital required to fund transaction

Total purchase price with on-costs	£46.1m
Right-to-buy grant funding	£3.9m
Working capital required	£1.1m
Net capital required to transfer	£43.3m

It is expected that the loan will be fully repaid by Opendoor Homes LTD after 34 years with total on-lending revenue of £13.6m.

5.1.2 The table below highlights the short to medium term benefits to the Council of the proposed transfer of General Fund Housing acquisitions to Opendoor Homes LTD.

Table 2 – Medium-term revenue impact

	Year 1 £'000s	Year 2 £'000s	Year 3 £'000s	Year 4 £'000s	Year 5 £'000s	Year 6 £'000s	Year 7 £'000s	Year 8 £'000s	Year 9 £'000s	Year 10 £'000s
<i>Option 1</i>										
<i>Council retaining</i>										
Income										
Expenditure										
Interest @ 2.75%	1,132	1,109	1,086	1,063	1,039	1,016	993	970	947	923
MRP @2%	844	844	844	844	844	844	844	844	844	844
Other Expenditure	778	798	819	841	863	886	909	933	957	983
Total	2,754	2,751	2,749	2,747	2,746	2,746	2,746	2,747	2,748	2,750
Net	(849)	(780)	(708)	(635)	(560)	(483)	(404)	(323)	(239)	(154)
<i>Option 2</i>										
<i>Transfer</i>										
Income										
On-lending @ 3.99%	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,723	1,716
Capital repayment	0	0	0	0	0	0	0	106	179	258
Total	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,834	1,903	1,974
Expenditure										
Interest @ 2.75%	1,199	1,199	1,191	1,191	1,191	1,191	1,191	1,191	1,188	1,183
MRP @ 2%	866	866	866	866	866	866	866	866	866	866
Total	2,065	2,065	2,057	2,057	2,057	2,057	2,057	2,057	2,054	2,049
Net	(338)	(338)	(329)	(329)	(329)	(329)	(329)	(223)	(151)	(75)
Benefit of Option 2	511	442	379	306	231	154	75	100	88	79
Cumulative benefit	511	953	1,332	1,639	1,870	2,024	2,099	2,199	2,287	2,365

5.1.3 Transferring the 156 acquisitions from the Council to Opendoor Homes LTD will deliver medium-term revenue benefits to the Council. The table shows by year 10 a £2,365m benefit. At its peak, the benefit will reach £8.7m in Year 32.

Table 3 – Summary of cumulative cashflow impacts of the two options

	Year 1 £'000s	Year 10 £'000s	Year 20 £'000s	Year 30 £'000s	Year 40 £'000s
<i>Option 1 – Council retaining</i>					
Income	1,905	22,349	53,874	98,343	159,166
Expenditure					
Interest @ 2.75%	1,132	10,278	18,236	23,872	27,187
MRP @2% of opening debt	844	8,440	16,880	25,320	33,760
Other Expenditure	778	8,766	20,137	34,906	54,112
Total	2,754	27,484	55,253	84,098	115,059
Cumulative Net	(849)	(5,135)	(1,379)	14,245	46,012
<i>Option 2 – ODH transfer</i>					
Income					
On-lending @ 3.99%	1,728	17,261	33,217	43,189	43,838
Capital repayment	0	543	8,876	33,899	43,300
Total	1,728	17,804	42,094	77,088	87,138
Expenditure					
Interest @ 2.75%	1,199	11,914	22,911	29,784	30,231
MRP @ 2% of opening debt	866	8,660	17,320	25,980	34,640
Total	2,065	20,574	40,231	55,764	64,872
Net	(338)	(2,770)	1,862	21,324	22,267
Benefit of Option 2	511	2,365	3,241	7,079	(23,745)

5.1.4 Over the long-term, the Council will lose long-term revenue benefits and capital growth afforded through retaining the portfolio. However, with these benefits being transferred to Opendoor Homes LTD, the Council will effectively support its wholly owned subsidiary in creating capacity to deliver more affordable homes in the future.

5.2 Social Value

5.2.1 Having consideration to the Public Services (Social Value) Act 2011, there are no specific social values considerations arising from these policies. This Act applies where services are being procured.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution at Article 7 "Committees Forums Working Groups and Partnerships" provides that Policy & Resources Committee is responsible for (i) Strategic Policy and Finance and (ii) to 'Consider for approval budget and business plan of the Barnet Group Ltd.'

5.3.2 As the properties in question acquired to date are held in the council's general fund and are not occupied by secure tenants, the Council may sell them for not less than the best consideration reasonably obtainable, under section 123 of the Local Government Act 1972. It is proposed that Opendoor Homes LTD will pay no less than the best consideration reasonably obtainable. If the terms of the Council's loan to Open Door Homes are more favourable than could be obtained on the open market, consent is needed from the Secretary of State for Housing, Communities and Local Government,

but it is understood that the proposed loan is on terms no more favourable than the market.

5.3.3 As the terms of transfer and loan are on market terms the transaction does not give rise to state aid.

5.4 Risk Management

5.4.1 There are several key risks associated with the transfer of acquisitions from the Council to Opendoor Homes LTD:

- There is a risk that the modelling assumptions are in-accurate and that Opendoor Homes LTD is unable to repay the loan to the Council. To mitigate against this, it is proposed that Opendoor Homes LTD be given flexibility to utilise units within the portfolio that are not grant funded for different tenure types to increase revenue after the first 5 years, or the loan term be extended with agreement from both parties. Also, the loan from the Council to Opendoor Homes LTD will be secured against the assets providing further security for the Council.
- There is a risk that there is insufficient time and resource to deliver the project within planned timescales. To mitigate against this, project plans and resource planning will be developed to identify key milestones and the capacity required to deliver.

5.5 Equalities and Diversity

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

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

5.5.2 A full equalities impact assessment was completed for The Housing Strategy 2015-2025 which identified that the Strategy would have a positive impact on all sections of Barnet's community.

5.5.3 Analysis of data has shown that women and members of Barnet's black and minority ethnic communities are overrepresented among those living in temporary accommodation. Over 70% of households in temporary accommodation are from non-white households, compared to around 40% of the Borough's population. Of those in temporary accommodation the main applicant is female in 65% of households.

5.5.4 It is not expected that these groups will be adversely affected by implementing the proposal set out in this report, however the impact will be monitored to ensure that these groups are not adversely affected.

5.5.5 All units of accommodation that are procured will meet minimum standards and in placing households into accommodation out of the borough the Council will consider the needs of protected groups.

5.6 Corporate Parenting

5.7.1 There are no specific Corporate Parenting considerations arising out of this report.

5.7 Consultation and Engagement

5.7.1 A range of stakeholder consultation and engagement has occurred as part of the public engagement programme developed for the London Borough of Barnet's Housing Strategy. A summary of these activities included Housing Strategy consultation which ran for three months from November 2018 to February 2019, and Homelessness and Rough Sleeper Strategy consultation which ran alongside this.

5.9 Insight

5.5.6 A reduction in the supply of affordable housing, coupled with sustained levels of increased demand provide the rationale for this programme:

- There has been a 39% increase in new part VII homelessness applications between 2011/12 and 2018/19.
- There was an overall 26% decrease in letting within Council stock from 2011/12 to 2017/18 and Barnet has below levels of social housing on average compared to other London boroughs.
- There has been a significant increase (15%) in the number of households in temporary accommodation (numbers have increased from 2,172 in April 2012 to their current level of 2,508 at the end of November 2019).

6 BACKGROUND PAPERS

6.1 Appendix 1 – Transfer of Acquisitions from the Council to Opendoor Homes LTD – Outline Business Case

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Transfer of 156 General Fund Acquisitions from the Council to Opendoor Homes Ltd

Business Case

Outline Business Case (OBC):

Transfer of 156 General Fund Acquisitions from the Council to Opendoor Homes Ltd

Author:	<i>Nick Lowther</i>
Date:	<i>11 December 2019</i>
Service / Dept:	<i>Business Development, The Barnet Group</i>

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1. Executive Summary

This paper outlines a proposal to transfer street properties acquired through the first three phases of General Fund housing acquisitions from the Council, to Opendoor Homes Limited. The proposal will enable the Council to both deliver revenue savings to the Housing General Fund, whilst also affording Opendoor Homes Ltd, a subsidiary of the Barnet Group (a wholly owned company of the Council), to increase its asset base and support future growth.

In 2013, Barnet Homes' developed a menu of options to tackle the problem of the increasing cost of temporary accommodation, and this was presented to the Council's Delivery Unit Board (DUB). One of the options proposed was the acquisition of out-of-borough properties.

In July 2016 the Council approved an outline business case for the delivery of new affordable homes outside of the borough (Phase 1), and this saw the delivery of almost 30 new affordable homes for housing applicants. Building upon this success, the Council approved an additional phase of purchases (Phase 2) which saw the deployment of an additional 8m budget and plans to acquire an additional tranche of affordable homes outside London. By the end of Q1 2019-20, The Barnet Group had delivered 156 new affordable homes for Barnet's housing applicants in a little under 3 years.

	Locations	Acquisition Budget	No of Units
General Fund (Phase 1)	Bedfordshire	5.1m	28
General Fund (Phase 2)	Bedfordshire & Cambridgeshire	8m	41
General Fund (Phase 3)	Greater London	33m	87
Total		46.1m	156

The proposal to transfer General Fund housing acquisitions from the Council to Opendoor Homes Ltd will deliver:

- A revenue benefit to the Council's General Fund through the transfer of financing and managing the homes from the Council's General Fund to Opendoor Homes Ltd
- Additional on-lending revenue to the Council, adding a margin on top of the existing cost of borrowing
- Scalability that affords Opendoor Homes Ltd the capacity to deliver new affordable homes in volume

The proposal is part of a raft of actions and mitigations introduced by The Barnet Group, in partnership with the Council and is a key mitigation measure that complements the range of actions undertaken, playing an important role in helping manage General Fund homelessness budget pressure.

2. Introduction and Strategic Context

With a lack of affordable housing supply, high private sector rents and the impact of welfare reforms, the last few years have been a challenge for all Local Authorities with increasing homelessness demand and growing numbers in temporary accommodation which has placed pressure on already limited housing supply.

This picture has been replicated at a local level, with Barnet experiencing increased high levels of demand for affordable housing, with limited sources of affordable supply. Demand has been exacerbated by the buoyant private rental market in the borough which is increasingly unaffordable for those on lower incomes. Loss of private rental accommodation is one of the most common reasons for a homelessness application, with residents who might previously have made their own arrangements in the private rental sector approaching the local authority. To further compound matters, the Homelessness Reduction Act has generated additional demand for the borough since April 2018.

Supply & Demand in Barnet: A Snapshot

- There has been a 39% increase in new Part VII homelessness applications between 2011/12 and 2018/19.
- There has been a significant increase (15%) in the number of households in temporary accommodation (numbers have increased from 2,172 in April 2012 to their current level of 2,508 at the end of November 2019).
- There was an overall 26% decrease in letting within Council stock from 2011/12 to 2017/18 and Barnet has below levels of social housing on average compared to other London boroughs.

This has posed a major challenge in trying to ensure that the limited supply of housing is provided to those with the greatest need, and that emergency and temporary accommodation is used effectively, whilst also attempting to identify new sources of housing supply. In addition, the cost of providing temporary accommodation has increased significantly. A key priority for Barnet Homes since 2013 has been to strive to reduce the impact that the high cost of temporary accommodation has on the Council's General Fund (GF).

To help provide affordable housing solutions, Barnet Homes developed and delivered a range of solutions, including developing successful cost effective long-term temporary accommodation solutions. Delivery of the Council's Housing General Fund acquisitions portfolio has helped to reduce the cost of meeting homelessness demand through increased temporary accommodation cost avoidance.

This proposal seeks to build upon the successes and framework established in the first three completed phases of our successful acquisition programmes and further reduce Housing General Fund cost pressure.

Another key driver is the objective to deliver increased revenue and enhance the capacity to deliver more affordable homes. This proposal contributes towards that objective through the delivery of affordable housing stock and an asset base that will appreciate over time.

3. Rationale

The opportunity to support the future delivery of additional affordable housing has been revisited in line with the London Borough of Barnet's Housing Strategy and The Barnet Group's Business Plan.

This approach aligns with the London Borough of Barnet's *Housing Strategy 2015-2025* that aims to:

- Increase the supply of affordable housing available to homeless households (page 27)

The proposal to transfer acquisitions from the Council to Opendoor Homes contributes to the council's priority of ***ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents*** by:

- ensuring high quality housing and services;
- investing in homes and communities for the long term; and
- reinvesting in further delivery of housing and in services for existing residents.

It is also aligned with the Council's Local Development Strategy which aims to help Opendoor Homes realise its full potential and ensure longer-term sustainability. A lead objective within this strategy is for the Council to pursue the transfer of the 156 General Fund Housing acquisitions to Opendoor Homes.

4. Project Definition

Project Objectives

The key objectives of this project are to:

- Reduce the cost of temporary accommodation and subsequent pressure on the Council's General Fund
- Increase the asset base and affordable housing portfolio of Opendoor Homes, a subsidiary of The Barnet Group which is wholly owned by the Council

Project Deliverables & Outcomes

The key project deliverables are listed in the table below:

Deliverable	Details	Timeframe
Business Case (incorporating options analysis)	Development of a business case that includes options analysis, preferred option, financial modelling, risk management etc.	Q3 2019/20
Presentation of recommendations	Presentation of options, and preferred finalised approach to the London Borough of Barnet	Q3 2019/10
Approval	Approval (approach)	27 January 2020
Approval	Approval (loan agreement)	Q4 2019/20
Implementation	Procurement of properties in accordance to the preferred approach	Q1 2020/21
Review	Review & benefits realisation	On-going

5. Options

An opportunity to reduce the cost of delivering homelessness and affordable housing to the Councils Housing General Fund was considered as part of the Council's Priority Spending Review in Q3 2018/19.

In response to the analysis carried out as part of the Priority Spending Review the following approaches have been explored in more detail.

1. Do Nothing – The Council retain the Housing General Fund temporary accommodation acquisitions portfolio

Where the Council retains ownership of the General Fund acquisitions portfolio, it will continue to shoulder the cost of delivering these units, including the cost of servicing debt. Analysis has shown that the portfolio is delivered at a net operating deficit for the first 10 years of ownership, until such time that rents inflate sufficiently and borrowing costs reduce where debt is repaid.

Doing nothing would therefore mean that the Council does not benefit from a reduction in the revenue cost associated with delivering this portfolio over the next 10 years. It would also mean that the Council does not further support Opendoor Homes to increase its asset base and help provide it with the ability to develop additional affordable housing in the medium to long-term future. This option is therefore not recommended.

2. The Council agrees to transfer the General Fund Housing Acquisitions portfolio to Opendoor Homes Ltd at market value

Opendoor Homes Ltd would purchase the portfolio from the Council for the total sum incurred by the Council in acquiring the units, less any grant funding used to subsidise the purchases.

The Council would lend Opendoor Homes Ltd the net sum required to purchase the portfolio and charge an on-lending fee of a 1.24% margin above the cost of finance. A loan agreement will be required between the Council and Opendoor Homes to formalise this arrangement.

Opendoor Homes would provide a full management service for properties acquired and units would be used to provide long-term affordable accommodation, at 100% of the relevant Local Housing Allowance (LHA) rate. The units would be let on assured shorthold tenancy agreements.

A summary of the proposed terms of the transaction are outlined below.

	Proposal
Stamp Duty Land Tax payable	Exempt by way of Opendoor Homes charitable status
Total value of portfolio	£44.6m, supported through independent valuation
Right-to-buy grant	£3.91m right-to-buy grant included in the original transaction
Total loan amount	£43.3m
Security	Loan secured against assets (103%)
On-lending fee	Margin of 1.24% in addition to the Councils cost of financing
Loan term	33 years
Tenant rent	As per existing rents – 100% of the relevant LHA
Nomination rights	Sole nomination rights to the Council

Key benefits

There are several key benefits realised through this model:

- Reduces the net revenue cost to the Council's Housing General Fund budget by a total of £2.365m over the next 10 years
- Delivers £13.6m on-lending revenue to the Council on an on-going basis until the debt is fully repaid
- Affords Opendoor Homes the opportunity to benefit from long-term house price inflation, acquiring assets that will appreciate over time and support further development of new homes for rent in the future
- The proposal potentially helps reduce the number of households in temporary accommodation with properties potentially let as private sector placements.

Opendoor Homes have been supported by Savills who are a consultancy with substantial expertise in this area. They have modelled a business plan that demonstrates that the increase in rents combined with the asset value of the stock can create financial capacity that will support future development.

In the longer term, the additional asset base that the proposed transfer will provide for Opendoor Homes, will enable them to seek finance for building more homes, especially when taken alongside other proposals to increase their stock, which include their existing build programme, the trickle transfer of void council Housing Revenue Account stock, and the acquisition of 500 homes on the open market funded through a loan from the council. These initiatives combined will result in Opendoor Homes owning a portfolio of more than 2000 homes, ensuring that it remains a viable housing association able to help the council meet its' long-term housing objectives.

Disadvantages

There is however one main disadvantage of delivery through this method:

- The Council would lose the long-term benefit derived through ownership of these assets and operating surpluses that are expected to be delivered after the first 12 years of ownership.

6. Expected Benefits

Please refer to **Appendix A** for a summary of expected benefits for this project.

7. Risks

Please refer to **Appendix C** for a summary of key risks and mitigating actions.

8. Financial Appraisal

The project would be funded through the Council lending Opendoor Homes Ltd the funds required to acquire the portfolio.

The tables below summarise the overall position of the models proposed, using known costs and rents

expected to be delivered through the scheme.

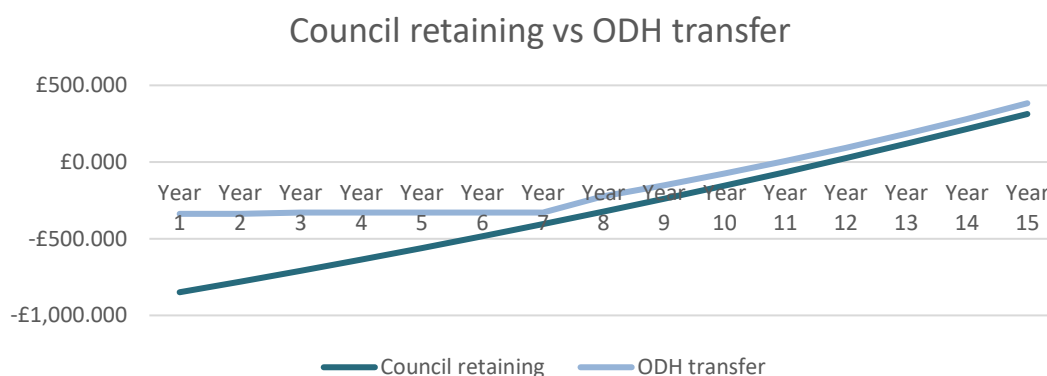
Table 1 - Summary of cumulative cash flow impacts of the two options

	Year 1 £'000s	Year 10 £'000s	Year 20 £'000s	Year 30 £'000s	Year 40 £'000s
<i>Option 1 – Council retaining</i>					
Income	1,905	22,349	53,874	98,343	159,166
Expenditure					
Interest @ 2.75%	1,132	10,278	18,236	23,872	27,187
MRP @2% of opening debt	844	8,440	16,880	25,320	33,760
Other Expenditure	778	8,766	20,137	34,906	54,112
Total	2,754	27,484	55,253	84,098	115,059
Cumulative Net	(849)	(5,135)	(1,379)	14,245	46,012
<i>Option 2 – ODH transfer</i>					
Income					
On-lending @ 3.99%	1,728	17,261	33,217	43,189	43,838
Capital repayment	0	543	8,876	33,899	43,300
Total	1,728	17,804	42,094	77,088	87,138
Expenditure					
Interest @ 2.75%	1,199	11,914	22,911	29,784	30,231
MRP @ 2% of opening debt	866	8,660	17,320	25,980	34,640
Total	2,065	20,574	40,231	55,764	64,872
Net	(338)	(2,770)	1,862	21,324	22,267
Benefit of Option 2	511	2,365	3,241	7,079	(23,745)

It should be noted that over the long-term, the Council would derive greater revenue benefits through retaining the stock and, potentially have an MRP and interest liability of approximately £18m for 17 years after Opendoor Homes has fully repaid the loan.

However, with Opendoor Homes having an unencumbered portfolio after 33 years, the Council will benefit through the additional capacity created by Opendoor Homes for affordable housing. The Council also has the ability to accelerate capital repayments from year 17 where Opendoor Homes loan repayments start exceeding the Council's Minimum Revenue Provision.

The medium-term revenue impacts of pursuing the options proposed are highlighted in the graph below.



To fund the purchase of the portfolio from the Council, a loan agreement will be required for a loan totalling £43.3m.

Table 2 – Capital required to fund transaction

Total purchase price with on-costs	£46,111,511
Right-to-buy grant funding	£3,911,329
Working capital required	£1,100,000
Net capital required to transfer	£43,300,182

It is expected that Opendoor Homes will fully repay the loan in Year 33 (2053/34). Over this term, it is expected that the Council will generate £13.6m in on-lending revenue.

The table below highlights the short to medium term benefits to the Council of the proposed transfer of acquisitions to Opendoor Homes.

Table 3 – 10-year revenue impact

	Year 1 £'000s	Year 2 £'000s	Year 3 £'000s	Year 4 £'000s	Year 5 £'000s	Year 6 £'000s	Year 7 £'000s	Year 8 £'000s	Year 9 £'000s	Year 10 £'000s
<i>Option 1</i>										
Council retaining Income	1,905	1,972	2,041	2,112	2,186	2,263	2,342	2,424	2,509	2,596
Expenditure										
Interest @ 2.75%	1,132	1,109	1,086	1,063	1,039	1,016	993	970	947	923
MRP @2%	844	844	844	844	844	844	844	844	844	844
Other Expenditure	778	798	819	841	863	886	909	933	957	983
Total	2,754	2,751	2,749	2,747	2,746	2,746	2,746	2,747	2,748	2,750
Net	(849)	(780)	(708)	(635)	(560)	(483)	(404)	(323)	(239)	(154)
<i>Option 2</i>										
ODH transfer Income										
On-lending @ 3.99%	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,723	1,716
Capital repayment	0	0	0	0	0	0	0	106	179	258
Total	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,834	1,903	1,974
Expenditure										
Interest @ 2.75%	1,199	1,199	1,191	1,191	1,191	1,191	1,191	1,191	1,188	1,183
MRP @ 2%	866	866	866	866	866	866	866	866	866	866
Total	2,065	2,065	2,057	2,057	2,057	2,057	2,057	2,057	2,054	2,049
Net	(338)	(338)	(329)	(329)	(329)	(329)	(329)	(223)	(151)	(75)
Benefit of Option 2	511	442	379	306	231	154	75	100	88	79
Cumulative benefit	511	953	1,332	1,639	1,870	2,024	2,099	2,199	2,287	2,365

In summary, transferring the 156 acquisitions from the Council to Opendoor Homes will deliver on-going revenue benefits to the Council. At it's peak, the benefit will reach £8.7m at the end of Year 32¹.

Over the long-term, the Council will lose long-term revenue benefits and capital growth afforded through retaining the portfolio. However, with these benefits being transferred to Opendoor Homes,

¹ Assumes that the Council repays capital at a rate of 2% pa

the Council will effectively support its wholly owned subsidiary in creating capacity to deliver more affordable homes in the future.

9. Dependencies

Assumptions

- Timely provision of any requested information and input from senior stakeholders.
- On-going political support for the on-going management of these properties.
- Ability for Opendoor Homes to implement cost effective, quality management and maintenance arrangements for the portfolio.

Constraints

- That the modelling assumptions remain accurate and Opendoor Homes retains the ability to service the debt associated with the portfolio.

Interfaces / Dependencies

- The Council will need to approve the proposed approach, for the project objectives to be achieved

10. Approach to Consultation

As part of the proposed transfer of the General Fund Housing acquisitions portfolio to Opendoor Homes, stakeholder consultation and engagement will take place as statutorily required. This will include consultation with tenants concerning the change of landlord and confirmation that existing rent policies will be adhered to.

Appendix A: Benefits Realisation

Benefit Type	Description of the benefit	Who will benefit	Expected benefit value	Financial year that the benefit will be realised	Benefit Owner	How will the benefit be measured
Financial	General Fund Housing cost avoidance	LBB	£8.7m over 32 years	From Q1 2020/21	LBB	Financial monitoring
Financial	On-lending revenue to the Council	LBB	£13.6m over 34 years	From Q1 2020/21	LBB	Financial monitoring
Financial	Capital growth	Opendoor Homes	£92.5m over 38 years	From Q1 2020/21	ODH	Financial monitoring

Appendix B – Financial Model

1. Transfer of 156 Acquisitions – Comparison of options over a 40-year period²

	Year 1	Year 5	Year 10	Year 15	Year 20	Year 25	Year 30	Year 35	Year 40
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<i>Option 1</i>									
<i>Council retaining</i>									
Income	1,905	2,186	2,596	3,084	3,662	4,350	5,166	6,136	7,287
Expenditure									
Interest @ 2.75%	1,132	1,039	923	807	691	575	459	343	227
MRP @2%	844	844	844	844	844	844	844	844	844
Other Expenditure	778	863	983	1,119	1,275	1,453	1,657	1,890	2,156
Total	2,754	2,746	2,750	2,771	2,811	2,873	2,960	3,077	3,227
Net	(849)	(560)	(154)	313	852	1,477	2,206	3,059	4,060
Debt outstanding	41,356	37,980	33,760	29,540	25,320	21,100	16,880	12,660	8,440
<i>Option 2</i>									
<i>ODH transfer</i>									
Income									
On-lending @ 3.99%	1,728	1,728	1,716	1,629	1,430	1,078	518	0	0
Capital repayment	0	0	258	743	1,418	2,340	3,581	0	0
Total	1,728	1,728	1,974	2,372	2,848	3,418	4,099	0	0
Expenditure									
Interest @ 2.75%	1,199	1,191	1,183	1,123	986	743	357	0	0
MRP @ 2%	866	866	866	866	866	866	866	866	866
Total	2,065	2,057	2,049	1,989	1,852	1,609	1,223	866	866
Net	(338)	(329)	(75)	383	997	1,809	2,876	(866)	(866)
Debt outstanding	42,434	38,970	34,640	30,310	25,980	21,650	17,320	12,990	8,660
Benefit of Option 2	511	231	79	70	145	332	670	(3,925)	(4,926)
Cumulative benefit	511	1,870	2,365	2,705	3,241	4,474	7,079	(1,182)	(23,745)

² With the Council owning assets for at least 2 years preceding the proposed date of transfer, the first two years of benefit for Option 1 have already been incorporated by virtue of reduced borrowing costs following 2 years of repayment of principle.

2. Financial modelling assumptions

	Council retaining	Opendoor Homes transfer
Annual Rent Inflation (CPI plus 1%)	3.00%	3.00%
Void Loss and bad debt provision	4.00%	4.00%
Maintenance Costs	£750 per annum	£750 per annum
Housing Management Costs	£500 per annum	£500 per annum
Inflation	2.50%	2.50%
Major Works	1% of asset value	£750 per annum
Minimum revenue provision	2% of opening debt	Nil
Cost of borrowing	2.75%	3.99%
House Price Inflation	3.00%	3.00%

- It has been assumed that as Opendoor Homes repays capital at a flexible rate whilst the Council repays at a rate of 2% pa in line with its Minimum Revenue Provision policy

Appendix C: Initial Risk Register

Ref	Risk type	Risk description	Risk Owner	Date raised	Initial assessment			Control actions	Consequences/ potential impact
					Probability	Impact	RAG		
001	Project management	There is a risk that there is insufficient resource to deliver the project within planned timescales	Director of Growth & Development	Dec 19	Low	Medium		Project plans and resource planning to be developed to identify key milestones and capacity required to deliver.	Expected savings will not be achieved, and/or project activity will fall behind schedule.
002	Financial	There is a risk that the assumptions made in modelling are not accurate and that the financial benefits are not realised	Director of Growth & Development	Dec 19	Medium	High		Closely monitor activity to track financial benefits and early identification of risks. There are a number of options the Council has, including alternative lettings routes. The Council will also secure first charge on assets as security against the debt.	Rents charged will not be affordable and will impact on the financial viability of the portfolio
006	Financial	There is a risk that legislation, and housing duties will change significantly over the term of the lease and Barnet Homes will have insufficient numbers of suitable applicants to let properties to, increasing void times and impacting on affordability	Director of Growth & Development	Dec 19	Medium	Low		Lettings capacity will be closely monitored and where necessary, TBG will consider other lettings routes for properties	The cost of delivering the scheme will increase

Document Control

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Date	Version	Reason for change	Changes made by
12/12/19	1.0	Document creation	Nick Lowther
31/12/19	1.1	Revisions following comments	Nick Lowther

Distribution List:

Name	Role	Date
Derek Rust	Deputy CEO, The Barnet Group	

Approvals:

By signing this document, the signatories below are confirming that they have fully reviewed the Business Case for the out-of-borough acquisitions project and confirm their acceptance of the completed document.

Name	Role	Signature	Date	Version

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**London Borough of Barnet
Policy and Resources
Committee Work Programme**

2020 - 2021

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
17 June 2020			
End of Year (EOY) 2019/20 Strategic Performance Report	To note End of Year (EOY) 2019/20 Strategic Performance Report	Director of Finance (Section 151 Officer and Chief Finance Officer) Director of Commercial and Customer Services	Non-key
Edgware Supplementary Planning Document	To the draft Edgware Supplementary Planning Document for a period of public consultation.	Deputy Chief Executive	Non-key
Barnet CIL Charging Schedule Review	To approve consultation on a Draft Community Infrastructure Levy (CIL) Charging Schedule	Executive Director, Environment	Non-key
24 September 2020			
Q1 2020/21 Strategic Performance Report	To receive a report on the strategic overview of performance for the Quarter	Director of Finance (Section 151 Officer and Chief Finance Officer) Director of Commercial and Customer Services	Non-key
8 December 2020			
Business Planning	To approve the Business Planning report prior to a period of public consultation	Director of Finance (Section 151 Officer and Chief Finance Officer)	Key

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
Q2 2020/21 Strategic Performance Report	To receive a report on the strategic overview of performance for the Quarter	Director of Finance (Section 151 Officer and Chief Finance Officer) Director of Commercial and Customer Services	Non-key
Procurement Forward Plan 2021/22	To approve the Forward Plan	Director of Finance (Section 151 Officer and Chief Finance Officer) Director of Commercial and Customer Services	Key
8 February 2021			
Business Planning	To approve and recommend the Budget and Medium Term Financial Strategy to Full Council on 2 March 2021.	Director of Finance (Section 151 Officer and Chief Finance Officer)	Key
Q3 2020/21 Strategic Performance Report	To receive a report on the strategic overview of performance for the Quarter	Director of Finance (Section 151 Officer and Chief Finance Officer) Director of Commercial and Customer Services	Non-key
14 April 2021			
End of Year (EOY) 2020/21 Strategic Performance Report	To note End of Year (EOY) 2020/21 Strategic Performance Report	Director of Finance (Section 151 Officer and Chief Finance Officer) Director of Commercial and Customer Services	Non-key

Title of Report	Overview of decision	Chief/Lead Officer(s)	Issue Type (Non key/Key/Urgent)
Items to be Allocated			
Greenspaces Assessment Report	Committee to consider and approve the proposals for the alternative use of greenspaces.	Executive Director - Environment Strategic Lead: Greenspaces & Leisure	Non-Key
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Deputy Chief Executive	Non-key

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 16

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of the Local Government Act 1972.

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