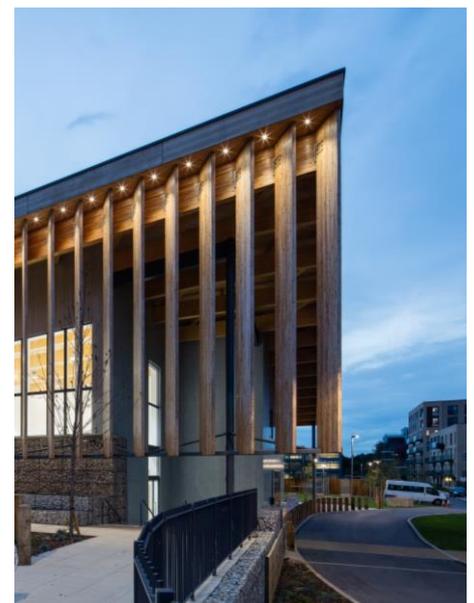


# Financial Forward Plan and Capital Programme

Council Budget 2019 – 2020



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## Summary

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

Following endorsement by the Policy and Resources Committee on the 20<sup>th</sup> February, this paper sets out the council's refreshed Corporate Plan, MTFs, savings plans and capital programme. These figures are based on a financial forecast for the period 2019-2024 and will help to ensure resources are aligned to the strategic outcomes set out in the council's Corporate Plan.

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

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

## Officers Recommendations

### **That Council:**

1. Approve the Corporate Plan 2019-2024, as attached at Appendix A;
2. Consider the issues that have emerged from the consultation when making their decisions. Council make the decisions below also being mindful of the equalities impact assessments including the cumulative equalities impact assessments;
3. Approve the MTFs attached as Appendix B and the detailed revenue budgets in Appendices D1 and D2. The MTFs sets out all of the budget changes over the period 2019-24, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based;
4. Approve that the budget for 2019/20 is prepared on the basis of an increase of 2.99% general Council Tax in 2019/20;

5. Approve the resolutions relating to Council Tax contained within Appendix C – Council Tax Resolutions;
6. Determine that the council's basic amount of Council Tax for 2019/20 as set out in Council Tax resolution (Appendix C) 2(iv) is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2019/20.
7. Approve that in accordance with Section 38(2) of the Local Government Finance Act 1992 the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 5 above within a period of 21 days following the Council's decision;
8. Approve the capital programme as set out in Appendix F1 and F2, and that the Chief Officers be authorised to take all necessary actions for implementation;
9. Approves the changes to the existing Capital Programme in relation to slippage and deletions as set out in paragraph 1.5.98 and Appendix E;
10. Approves the changes to the existing Capital Programme in relation to additions as set out in paragraphs 1.5.99 to 1.5.113;
11. Approve that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2019/20 throughout the capital programme after the 2018/19 accounts are closed and the amount of slippage and budget carry forward required are known;
12. Approve the Capital Strategy as set out in Appendix K;
13. Approve Treasury Management Strategy for 2019/20 as set out in Appendix L;
14. Approve the following in relation to the Housing Revenue Account:
  - a) The proposed rent decrease by 1% for council dwellings as set out in paragraph 1.7.3 to take effect from 1 April 2019;
  - b) The proposed increase to service charges for council dwellings as set out in paragraph 1.7.7 to take effect from 1 April 2019; and,
  - c) The proposed rent increase of 3.1% for council garages as set out in paragraph 1.7.7 to take effect from 1 April 2019.
15. Approve the draft Schools Budget of £335.395m for 2019-20 as per paragraph 1.5.56;
16. Approve draft Post 16 Funding of £5.417m;
17. Approve that any changes to the Schools Budget reasonably required as a result of the final 2019/20 DSG and Post-16 settlement are delegated for decisions to the Strategic Director – Children & Young People in consultation with the Director of Finance;

18. Note the fees and charges that were approved at their relevant Theme Committee as detailed in Appendix H;
19. Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 5.6. Appendix J provides the cumulative impact and individual Delivery Unit assessments;
20. Approve the reserves and balances policy as set out in Appendix M and indicative amounts as set out in paragraph 1.5.73 and the Director of Finance's assessment of adequacy of General Fund Balances in section 1.5.81. Approve that the Director of Finance is authorised to adjust balances in 2019/20 after 2018/19 accounts are closed and the amount of balances carry forward required are known;
21. Notes the underlying Financial strategy of the Council as set out in the paragraph 1.5.1, and;
22. Notes the corporate risk register and recommend it to Council as set out in Appendix O.

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

### **1.1 Executive Summary**

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

with the council's overarching financial strategy of eradicating the use of one-off funding to balance the budget over the MTFS period.

- 1.1.8 The council's reserves are forecast to total £51.4m at the end of 2018/19. Over the course of the MTFS this is expected to reduce to £29.1m, with the crucial measure of Non Ringfenced Revenue Reserves expected to be £20.4m at the end of 2023/24. This represents a rapid stabilisation of the reserves position.
- 1.1.9 The council's capital programme was at £856m at the start of the financial year; however, following significant work by officers this has been reduced to £682m. This reduction has been the result of, and a direct benefit to, the council's need to achieve a sustainable revenue position.
- 1.1.10 In setting the budget for 2019/20 the council's Section 151 Officer is of the view that the estimates are robust, that the process in which the budget was set was effective and that there is an effective budget management system in place.
- 1.1.11 The General Fund revenue forecast for 2018/19 is a net overspend of £2.396m. This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.226m. Excluding these reserve movements, the forecasted overspend is £1.168m. The reserve movements in the table below include two one-off transfer to reserves relating to the windfall gains of £3.685m and £1.000m respectively following the contract settlement with Capita and a recognition of balances held within the North London Waste Authority (NLWA).
- 1.1.12 Debts totalling £0.176m are proposed for write off in line with the council's Debt Management Policy.

## **1.2 Corporate Plan and Priorities**

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

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

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

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

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

**Priorities:**

- improving services for children and young people and ensuring the needs of children are considered in everything we do
- integrating health and social care and providing support for those with mental health problems and complex needs
- supporting our residents who are older, vulnerable, or who have disabilities, to remain independent and have a good quality of life
- helping people into work and better paid employment
- encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing
- ensuring we have good schools and enough school places so all children have access to a great education.

**Outcome: Safe and strong communities where people get along well**

**Priorities:**

- keeping Barnet safe
- tackling anti-social behaviour and environmental crime
- celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime
- ensuring we are a family friendly borough
- focusing on the strengths of the community and what they can do to help themselves and each other
- supporting local businesses to thrive.

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

1.2.10 These priorities will inform an annual Theme Committee delivery plan which will set out the key activities, performance indicators/targets, and risks in relation to the corporate and committee priorities. Delivery plans will be approved by Theme Committees in early 2019 and will be refreshed on an annual basis.

### **1.3 Strategic Context**

#### National Strategic Context

##### National Landscape

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

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

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

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

### Autumn Budget 2018 and Local Government Finance Settlement

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

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

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

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

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

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

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

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

### Future of Local Government Funding

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

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

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

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

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

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

1.3.10 Business Rates Retention is the mechanism for distributing the available, needs-assessed funding out to each individual authority i.e. Locally-retained Business

Rates and for now Revenue Support Grant (RSG). The next phase of Business Rates Retention will also be implemented in 2020/21 where authorities will keep 75% of their local rates under a “simplified” system. RSG will be phased out by 2020/21.

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

### Brexit

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

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

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

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

1.3.15 More information about the council’s preparation for Brexit can be found within the Brexit update presented to Policy and Resources on the 20<sup>th</sup> February 2019.

### UK economy to 2020

1.3.16 The UK’s public finances have performed more strongly than expected in 2018, reflecting stronger than expected tax receipts and lower than expected spending on welfare and debt interest. This is despite the wider real economy performing more weakly than expected this year. Gross Domestic Product (GDP) grew 1.3%

in the year to the third quarter of 2018 and, whilst forecasts have been revised downwards, employment remains at near record high levels.

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

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

### Public spending to 2020

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

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

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

### Service specific national, regional and local context

#### London Business Rates Pooling

1.3.22 For the 2018/19 financial year the council has been part of the London Business Rates Pool. The principles operated within the pool for the current financial year are that the pool is voluntary, but includes all London authorities; London retains a greater share of business rates in exchange for Revenue Support Grant; a “no detriment guarantee” ensures that the pool could not be worse off than the participating authorities would have been collectively if they had not entered the pilot pool; no “new burdens” were to be transferred to London and participation in the pilot would not affect the development or implementation of the Fair Funding review (currently anticipated in 2020/21).

1.3.23 Distribution - All authorities within the pool receive at least as much from the pool as they would have under the previous 50% retention scheme. Any additional net

benefits of the pool –approximately £240m in 2018/19 – is distributed on the following basis:

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

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

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

1.3.25 The financial benefit of a 75% retention pilot would depend on the level of growth in business rate income across the capital next year, which cannot currently be accurately calculated. However, given the level of growth already anticipated to be achieved in 2018/19, London could expect to collectively retain additional business rates in 2019/20 of approximately £170m even without any additional year-on-year growth.

1.3.26 Despite this growth, business rates income for Barnet is now calculated to be lower than previously estimated and following consolidation of business rates estimates across London, it is necessary to implement the Collection Fund Smoothing reserve. There is not an ongoing shortfall and therefore the situation is exactly the purpose that the facility was established to manage. It is common for in year surpluses or deficits on the collection fund and without the facility to smooth those changes, the council would not be able to effectively plan and avoid the need for reactive measures.

### Children’s and Education Services

#### *Children’s Services Improvement*

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

1.3.28 In June 2017, the Policy and Resources Committee agreed to invest an additional £5.7m in Family Services. The original savings target for the Children, Education and Safeguarding Committee for 2018/19-2019/20 of £8.303m, was

also reviewed and revised to £4.435m in the 2018/19 Policy and Resource Committee Business Planning Report. This investment in additional resources has seen a significant decrease in caseloads and increase in management oversight in order to deliver safe, high quality practice. There have been five Ofsted monitoring visits to date which have indicated that there is steady progress. The most recent letter following a monitoring visit at the end of November stated that ‘the pace of change is purposeful and steady in order to further develop services and consolidate previous improvements to practice.’

### *Schools Funding*

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

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

### *Strategic Contract Review*

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

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

- Deliver high quality services;

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

1.3.33 In December 2018, Policy and Resources Committee received a report updating on the progress of developing a full business case for the transfer of services back from Capita to the council. The Committee resolved that a phased approach be adopted, whereby services are examined in detail on a phased basis, with recommendations regarding the future delivery arrangements for each group of services being taken to Policy & Resources Committee upon the conclusion of each phase of work. This approach does not preclude all services being returned to the council at any time, should it be so decided.

1.3.34 By the December 2018 Policy & Resources Committee, there had been a more detailed assessment of the Finance and Strategic HR services and the decision was made to delegate authority to the Chief Executive to insource Finance and Strategic HR by the 1<sup>st</sup> April 2019 subject to the outcome of consultation. Any transfer will be executed through a Contract Change Notice. The adjustment to the management fee has been agreed between the council and Capita.

1.3.35 The budget transfer associated will reduce the CSG budget by £3.300m and increase Finance by £2.958m and Strategic HR by £0.743m. This creates an additional cost pressure relating to increased pension costs of approximately £400k in 2019/20, which has been addressed in the MTFS presented at Appendix B.

### Adult Social Care

1.3.36 A recent benchmarking exercise based on 2017 figures showed that Barnet was the 31<sup>st</sup> lowest spending authority on adult social care out of 152 England authorities (where 1=lowest and 152=highest), decreasing from the 34<sup>th</sup> lowest in 2014.

1.3.37 The total adult social care net budget for 2018/19 is £95.4m. There is continued pressure on this budget, largely driven by the numbers of adults requiring care and support, the complexity of presenting care needs and inflation of providers' care costs.

1.3.38 Barnet's challenge is echoed nationally, with the Joint Select Committee for Health and Local Government stating that 'social care [is] under great strain due to rising demand for services at a time of increasing costs and reductions in social care budgets'. According to reports, the pressure from increasing levels of social care need based on increasing number of older adults and adults with disabilities has been estimated at 2.8%, contributing to a funding gap in London of over £250m by the end of the decade. The recently published National Audit Office Factsheet sets out the links between increasing longevity, increasing social care needs (including complexity of need) and increases in the costs of care.

1.3.39 The Adult Social Care Outcomes Framework (ASCOF) 2017/18, a national performance report, showed that the council:

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

### Housing

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

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

first time buyers only, and for houses with a market value up to new regional property price caps; and

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

#### North London Waste Authority (NLWA)

1.3.41 In 2018/19 £12.175 million is projected to be spent on waste treatment and disposal for the year through the NLWA levy. The existing energy from waste facility at Edmonton EcoPark has been operating for over 40 years and the current payments for disposing of our waste are low compared to other areas of London. The Secretary of State for Business, Energy and Industrial Strategy granted a Development Consent Order for NLWA to build a replacement energy recovery facility and associated development at the Edmonton EcoPark in February 2017. This is known as the North London Heat and Power Project (NLHPP).

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

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

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

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

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

The scale of the ongoing financial challenges means the way we deliver our services will need to change and there will be some difficult choices to make to ensure that savings are achieved, but not at the expense of delivering quality services and protecting our most vulnerable residents.

1.4.3 These challenges do, however, present opportunities for us as a council to further build on the progress we have already made in areas such as supporting people into employment. To continue to do so means making careful choices about what we invest in, where and how we make savings, and generating revenue through council tax and other sources to help pay for services. Through using the proceeds of growth to invest in our borough's infrastructure, we are ensuring the sustainability of the council by laying the groundwork for (local) future income generation.

### Savings Proposals

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

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

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

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

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

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

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

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

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

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

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

### Fees and Charges

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

## **1.5 Financial Strategies**

### Overarching financial strategy

1.5.1 Council are requested to reaffirm their commitment to the financial strategy below.

- within the medium term, balance recurrent expenditure with estimated income in order that the council has a sustainable financial position;
- quickly address ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- maintain an appropriate level of reserves to protect the council against future budgetary impacts and the continuing financial pressures which the council faces;

- plan over a medium term of at least 3 years in order that the council is fully informed as to future scenarios and can prepare appropriate action; and
- risk manage its budget estimates to ensure that they are robust and, to ensure that the budgets agreed are managed and delivered in year as required.
- to invest in the council's agreed priorities;
- where grants are ceasing or funding streams of services are reducing, that exit strategies must be developed and adhered to;
- to align budgeting and service planning, ensuring that any reductions required are considered within a corporate and strategic framework, and impacts on other services are fully taken into account; and
- to ensure that savings are genuinely achievable, that the estimated financial implications are robust and subject to an assessment in accordance with equalities legislation.

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

### MTFS Summary

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

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

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

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

#### Assumptions contained within the MTFS

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

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

#### Service Pressures & Growth requests

1.5.10 As part of the budget setting process, services were canvassed for the pressures that they expect to either carry forward from the current financial year, or those that they expect to occur next year. This funding of pressures is included within the MTFS presented at Appendix B.

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

Service Area	Proposed Pressures Funding £'000	Growth or Existing Pressure carried forward £'000
<b><u>Adults &amp; Safeguarding</u></b>		
Brought forward cost pressures above budgeted level	856	Existing
Anticipated change in complexity of cases	780	Growth
Increased requirement for DoLS assessments	100	Growth
Increase due to Ordinary Residents cases	600	Growth
Investment into telecare equipment	450	Growth
<b>Total Adults &amp; Safeguarding</b>	<b>2,786</b>	
<b><u>Assets, Regeneration &amp; Growth</u></b>		
Estates remaining structural overspend	919	Existing
Resolution of historical over budgeting for income	810	Existing
Legal costs associated with planning decisions being overturned	165	Existing
<b>Total Assets, Regeneration &amp; Growth</b>	<b>1,894</b>	
<b><u>Children, Education, Libraries</u></b>		
Brought forward cost pressures above budgeted level	1,120	Existing
Growth to fund additional staffing required to meet caseloads	360	Growth
Demographics and complexity (placements)	1,400	Growth
Costs associated with increased Special Guardianship Orders	200	Growth
Growth in mental health services for children and young adults	400	Growth
<b>Total Children, Education, Libraries</b>	<b>3,480</b>	
<b><u>Community Leadership Committee</u></b>		
Registrars removal of permanent in income	180	Existing
<b>Total Community Leadership Committee</b>	<b>180</b>	
<b><u>Environment Committee</u></b>		
Removal of permanent shortfall in LIP income	500	Existing
Streetscene Pressures	300	Existing
Funding set aside for environmental improvements	1,000	Growth
<b>Total Environment Committee</b>	<b>1,800</b>	

### **Housing Committee**

Temporary Accommodation activity increase	500	Existing
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<b>Total Housing Committee</b>	<b>500</b>	
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### **Policy & Resources**

Internal Audit Service Growth	116	Growth
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Emergency Planning Resilience to London wide standard	160	Growth
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HB Public Law legal costs budget 'rightsize'	600	Existing
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Reduction of Interest Receivable income budget	440	Growth
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Removal of permanent income shortfall within CSG managed budgets	812	Existing
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Increased pension costs of insourcing Finance and Strategic HR	400	Growth
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<b>Total Policy &amp; Resources</b>	<b>2,528</b>	
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<b>Total Council Pressures</b>	<b>13,168</b>	
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1.5.12 In addition to the budget changes proposed in the table above, it is necessary to adjust the budgets for service areas in relation to the removal or an internal recharge mechanism relating to agency staff.

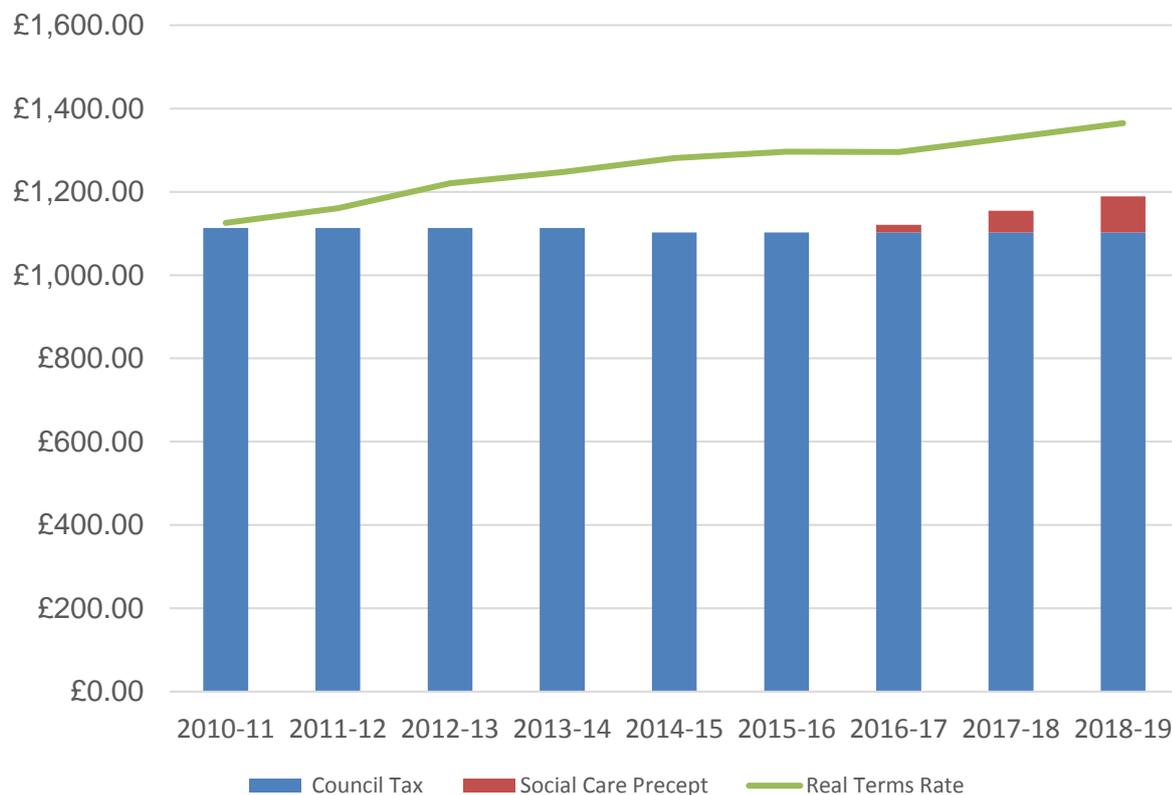
1.5.13 Previously when service areas paid the cost of their agency workers, a premium was applied in the form of an administrative charge which was then credited to a central budget within the council. Under the new payment arrangements, no such premium is applied or credited. This means that service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

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

Service	Budget & Cost Reduction £m
Adults & Communities	0.300
Assurance	0.002
Commissioning	0.162
Family Services	1.189
Street Scene	0.290
<b>Total</b>	<b>1.943</b>

### Council Tax

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



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

#### Council Tax Base

1.5.20 Calculating the council tax base is an important step towards setting the basic amount of Council Tax. The detailed council tax base schedule is included at Appendix C. The Chief Finance Officer, under delegated powers, has determined the 2019/20 council tax base to be 145,560 (Band D equivalents), the calculations are show in the following table.

Council Tax Base	2018/19	2019/20
	Band D Equivalents	Band D Equivalents
Total properties (per Valuation List)	172,575	174,811
Exemptions	(2,641)	(2,866)
Disabled reductions	(112)	(115)
Discounts (10%, 25% & 50%)	(28,272)	(27,869)
Adjustments	2,517	3,806
Aggregate Relevant Amounts	144,067	147,767
Non-Collection (1.5% both years)	(2,163)	(2,215)
Contributions in lieu from MoD	14	8
	141,918	145,560

*Council Tax Rate*

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

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

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

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

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

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

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

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

#### Council Tax Support Scheme

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

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

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

#### Empty Homes Premium

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

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

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

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

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

### Contingency

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

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

### Grossing up of grant allocations

1.5.35 The MTFs has recognised non-ringfenced grant income and an equal value of expenditure. This 'grossing up' ensures that the MTFs shows all of the available

funding sources which underpin the council's expenditure. The grants which have been included in this exercise are:

- London Crime Prevention Fund
- Flexible Homelessness Support Grant
- Special Educational Needs and Disability
- IBCF

#### Other key areas of council funding

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

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

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

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

1.5.39 The 2018/19 Barnet BCF allocation is £25.5m and is used to fund health services, social care services, and major adaptations through the Disabled Facilities Grant and to make investments into the development of integrated services.

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

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

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

1.5.43 The core elements of the BCF plan are services for frail and older people and those with long term conditions (LTCs), such as: Rapid Response Team, delivery of seven day services which support the system in managing delayed transfers of care (DTCs) provision of community equipment, support to care homes delivered by the Care Quality Team and prevention services including Later Lifer Planners. The overarching aim of the plan is to provide integrated care and support that intervenes early, prevents crises, responds quickly and helps people stay independent for longer.

1.5.44 The BCF Plan includes a commitment to meet NHS England's minimum allocations for the BCF and the required inflationary increases from the 2016/17 baseline of 1.79% in 2017/18 and 1.9% in 2018/19.

### *The Schools Budget*

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

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

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

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

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

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

- Schools Block

- Early Years Block
- High Needs Block
- Central School Services Block

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

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

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

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

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

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

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

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

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

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

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

- £4,403.00 Primary unit of funding based on 30,051 primary pupils (October 2018 census)

- £5,713.32 Secondary unit of funding based on 20,532 secondary pupils (October 2018 census)
- £4.572m of funding for Pupil Growth, Premises and Mobility - historic spend/ not Area Cost Adjustment (ACA) adjusted.
- TOTAL = £254.190m

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

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

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

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

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

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

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

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

<b>2018-19 Barnet Formula</b>	<b>2019-20 NFF rates (Area Cost adjusted)</b>
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**Pupil Led  
Factors**

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

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

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

*Housing Revenue Account*

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

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

*Public Health Grant*

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

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

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

1.5.68 A refresh of the Health and Wellbeing Strategy was reported to the Health and Wellbeing Board in July 2018, setting the whole system priorities for 2018/19 and 2019/20. The guiding principles will seek to maximise the impact on population health outcomes through the use of the Public Health Grant and influencing system wide prevention across the whole Council and local NHS agenda.

## Risks contained within the MTFs

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

- **Children's improvement plan:** although the likelihood is low and the direction of travel has been positive, the risk of not successfully implementing the children's improvement plan at pace could lead to direction from the Secretary of State through Essex County Council, our improvement partner, which could lead to additional financial pressures;
- **Demographic increases:** the MTFs factors in an increase in demographic pressures (both absolute population number and also the characteristics thereof), however if the increase services experience is more than this, then this could result in an overspend across those services impacted;
- **Temporary accommodation pressure:** there is an insufficient supply of affordable, local, temporary accommodation. The council is looking to use temporary accommodation which may be in borough, out-of-borough or out-of-London;
- **Non-pay inflation:** the current MTFs assumes an average 2.1% increase in contract spend, however inflation on some types of expenditure is estimated at 10%. If the average increase across expenditure and contracts exceeds 2.1%, then this could result in an overspend across services;
- No benefit or dis-benefit has been assumed in the MTFs for the **Fair Funding Review** (expected to be 2020/21);
- No benefit or dis-benefit has been assumed in the MTFs for implications of **Brexit**, other than the macroeconomic trends currently being experienced;
- No benefit or dis-benefit has been assumed in the MTFs as a result of **Business Rates baseline** resets (due in 2020/21).
- **Potential insourcing costs:** £400k towards the additional ongoing costs of operating in-house Finance and Strategic HR services have been included. There is a risk that the forecast costs of insourcing are exceeded. If the council makes future decisions to in-source services the MTFs will be updated accordingly.

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

## Council Reserves

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

1.5.72 The proposed MTFs includes reserves funding of £5.4m in 2019/20 and £2.9m in 2020/21 contributing towards getting to a balanced budget. The use of reserves in this way is a temporary measure to balance the budget and is to be eradicated by 2021/22 in keeping with the council's overarching financial strategy of balancing expenditure within its income, indeed the forecast budget surplus in

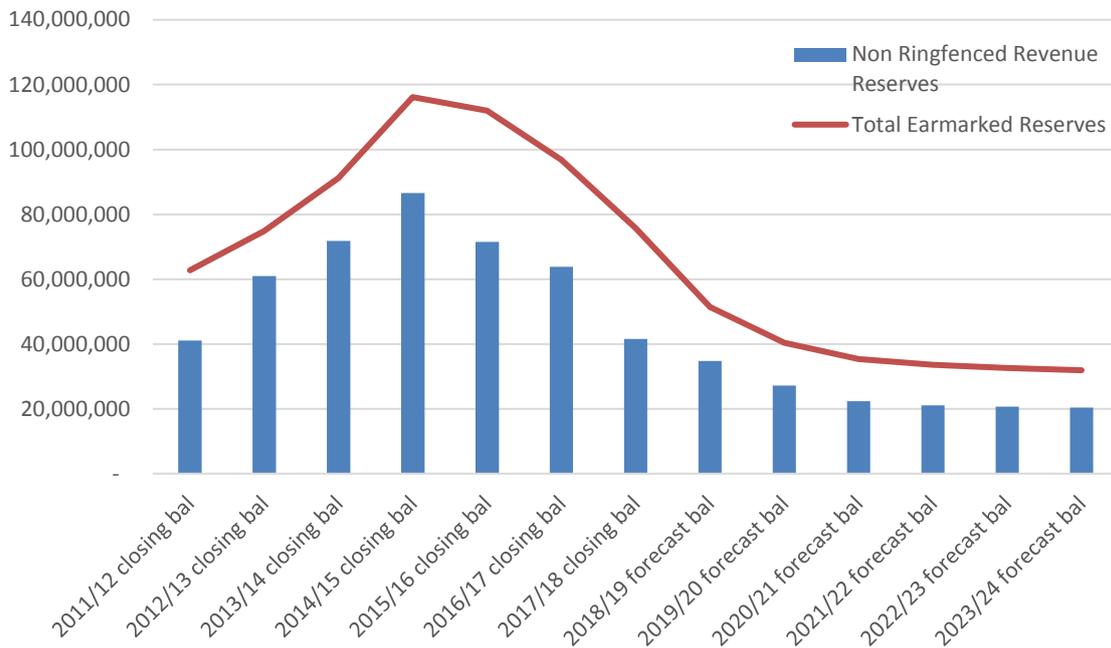
2022/23 is earmarked to top up reserve balances to ensure the non ringfenced revenue reserves remain above the £20m mark. The council's Collection Fund Smoothing facility is forecast to be implemented in 2019/20 however no ongoing requirement is expected and the balance will be replenished by any surpluses in future years.

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

	2017/18 closing bal	2018/19 forecast bal	2019/20 forecast bal	2020/21 forecast bal	2021/22 forecast bal	2022/23 forecast bal	2023/24 forecast bal
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital</u>							
Capital - CIL	22,560	3,453	3,453	3,453	3,453	3,453	3,453
Revenue implications of capital	-	2,428	1,942	1,457	971	486	-
<b>Total Capital Reserves</b>	<b>22,560</b>	<b>5,881</b>	<b>5,395</b>	<b>4,910</b>	<b>4,424</b>	<b>3,939</b>	<b>3,453</b>
<u>Revenue</u>							
New Homes Bonus	19,330	-	-	-	-	-	-
MTFS	11,045	28,623	22,230	19,264	19,263	20,130	20,369
Revenue - Uncommitted	2,612	1,223	-	-	-	-	-
Transformation	3,432	1,432	2,600	1,500	1,000	500	-
Revenue - Service Specific	5,144	3,458	2,338	1,559	779	-	-
<b>Non Ringfenced Revenue Reserves</b>	<b>41,563</b>	<b>34,736</b>	<b>27,168</b>	<b>22,323</b>	<b>21,042</b>	<b>20,630</b>	<b>20,369</b>
<u>Ringfenced</u>							
DSG	501	(297)	(297)	-	-	-	-
Collection Fund Smoothing Reserve	2,482	5,000	1,684	1,684	1,684	1,684	1,684
Housing Benefits	3,542	3,112	3,112	3,112	3,112	3,112	3,112
North London Sub Region	567	567	567	567	567	567	567
PFI	-	-	-	-	-	-	-
Public Health	2,392	1,792	-	-	-	-	-
Special Parking Account	2,149	643	-	-	-	-	-
<b>Total Ringfenced</b>	<b>11,633</b>	<b>10,817</b>	<b>5,066</b>	<b>5,363</b>	<b>5,363</b>	<b>5,363</b>	<b>5,363</b>
<b>Total Earmarked Reserves</b>	<b>75,756</b>	<b>51,434</b>	<b>37,629</b>	<b>32,596</b>	<b>30,829</b>	<b>29,932</b>	<b>29,185</b>

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

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



Reserves strategy

*MTFS Reserve*

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

*Collection Fund Smoothing Reserve*

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

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

implemented by up to £3.3m in 2019/20 however any increased surplus identifies at year end in 2018/19 will replenish the balance. The forecast balance and movement of this reserve can be seen in the table at 1.5.73.

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

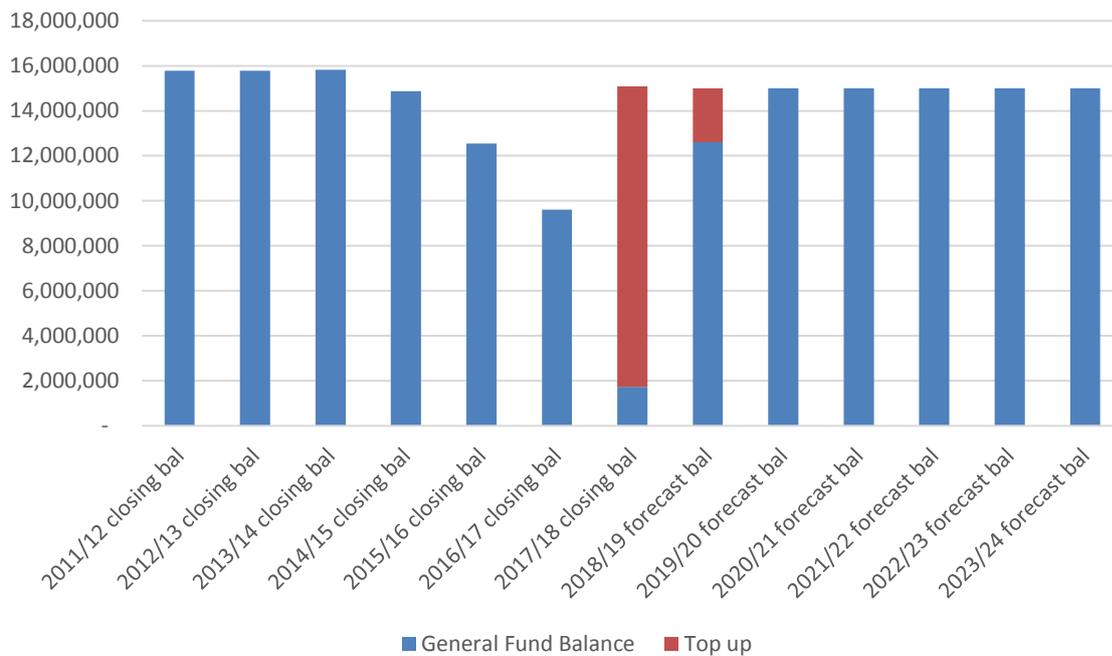
1.5.79 It is inevitable that there will be one-off costs in relation to the delivery of the savings required over the MTFS period. The transformation reserve has previously been accessed in order to fund this delivery in the past. Going forward it is necessary to top up the transformation reserve to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

#### *Revenue implications of capital*

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

#### *General Fund Balances*

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



## Capital Programme

### Current Capital Programme

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

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

Theme Committee							
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	25,677	15,317	-	-	-	-	40,994
Assets, Regeneration & Growth	132,443	59,077	4,677	21,617	750	250	218,814
Children's Education & safeguarding	26,587	47,605	165	-	-	-	74,357
Community Leadership & Libraries	-	-	-	-	-	-	-
Environment	19,115	25,222	300	250	50	-	44,937
Housing	47,031	84,103	6,974	-	-	-	138,108
Policy & Resources	10,372	5,712	-	-	-	-	16,084
<b>Total - General Fund</b>	<b>261,225</b>	<b>237,036</b>	<b>12,116</b>	<b>21,867</b>	<b>800</b>	<b>250</b>	<b>533,294</b>
Housing Revenue Account	33,564	78,143	19,589	18,049	-	-	149,345
<b>Total - all services</b>	<b>294,789</b>	<b>315,179</b>	<b>31,705</b>	<b>39,916</b>	<b>800</b>	<b>250</b>	<b>682,639</b>

#### *Financing of the current programme*

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

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

#### *Capital Receipts*

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

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

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

1.5.88 Beyond 2018/19 a further £15.4m of general fund receipts are needed. £2.7m of receipts are forecast to be received leaving a target of around £12.7m. In order to achieve this target, the council is performing a strategic review of its assets and creating a disposals plan for those deemed surplus to operational or investment needs. This ongoing piece of work will feed into the council's Capital Strategy Board for recommendation to the Assets, Regeneration and Growth Committee and to the Policy and Resources Committee.

1.5.89 Any shortfall in capital receipts would impact the revenue position of the council to the extent of £0.053m per £1m additional borrowing.

1.5.90 The Capital Receipts position will continue to be monitored closely and regular updates provided to both the Policy and Resources Committee and the Financial Performance and Contracts Committee.

1.5.91 Given the scale of the additional receipts requirement it is proposed to revisit progress in their achievement in the autumn. If there is still a significant shortfall then the council will substitute the expectation with borrowing and include the associated costs in its future financial planning and subsequent refresh of its MTFS. This will support long term planning and reduce the risk of unplanned borrowing.

#### *Flexible Use of Capital Receipts (FCR)*

1.5.92 In March 2018 the council took the decision to realign New Homes Bonus (NHB) income to underpin its revenue budget rather than to supplement the Capital Programme. This has created an unforeseen problem in funding revenue elements of transformation schemes given that NHB has greater flexibility in usage than borrowing. In December 2018, the Policy and Resources Committee agreed to the creation of a reserve specifically focussed on funding these non-capital elements.

1.5.93 For schemes which are transformational by nature the council is also able to make use of the government's "Flexible use of Capital Receipts" (FCR) initiative. To qualify, the schemes must be designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.

1.5.94 The Capital Programme currently contains two schemes which both contain revenue elements and are purposed to transform service delivery and/or reduce costs. These schemes are the Office Build (containing the transformation project 'The Way We Work (TW3) ) and the Mosaic system implementation within Adults. The total value of FCR anticipated to be used is £0.600m for the Office Build project and £0.750m for the Mosaic system implementation.

1.5.95 The 2019/20 to 2023/24 Capital Programme sets out the detail of the projects for which the council is proposing to fund using FCR. Using the FCR flexibilities is subject to the council having sufficient capital receipts as described in the previous section of this report. Subject to sufficient capital receipts balances, Council are asked to approve the use of Flexible Capital Receipts for the purposes outlined above.

### Changes to the Capital Programme

#### *Amendments to current schemes*

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

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

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

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

#### *Addition of new schemes*

##### Extension to Open Door Homes

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

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

1.5.101 Carrying out the acquisitions through ODH will deliver revenue benefits to the council that would not be available through a programme of direct acquisitions by the authority, through the provision of a premium on the amount

that the council will loan ODH funds to purchase properties, equating to 1.24% above the Public Loans Works Board rate. In addition, MRP costs associated with the loan would be met by ODH rather than the council. The expansion in acquisitions would also result in cost avoidance versus other forms of temporary accommodation, although this would also be realisable by the council if it undertook the acquisitions directly.

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

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

#### Fire safety works

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

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

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

#### Network Recovery Plan Extension

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

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

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

#### Increase to Office Build Budget

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

- The Southern Square was acquired after TW3 and the office construction had commenced, in order to better place-shape the locality. The £330k is for the creation of a 'destination' square.
- Watling Car Park has been designated as the most convenient commuter car park for when the office is open. The £104.5k funding was for CCTV, lighting and layout improvements.
- The council is renting 100 spaces from the RAF Museum for business parking and in order to create access from the main road, the services and utilities running under the pavement must be lowered, at an estimated cost of £66k.
- CCTV and lighting in Colindale and Burnt Oak requires improving to improve pedestrian safety en-route from Watling Car Park – estimated cost £38.5k.
- Infrastructure for pool car parking will need to be constructed at an estimated cost of £85.5k.

#### Disabled Facilities Grant

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

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

#### Loan to Saracens Rugby Club

1.5.109 This report seeks approval to recommend to Council the addition to the Capital Programme a loan of £22.9 million plus fees (estimated at less than 1% of the loan value) to Saracens at a commercial rate for a period of 30 years to

enable the construction of a new West Stand as part of their Allianz Park stadium at Copthall. It follows Policy & Resources Committee's decision at its meeting on the 11<sup>th</sup> December 2018 to authorise the Deputy Chief Executive to take all reasonable steps to prepare to enter into a loan agreement with Saracens Copthall LLP.

#### Hendon Cemetery

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

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

#### Local Implementation Plan (LIP)

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

LIP Programme	Borough Allocation
	£'000
Corridors and Neighbourhoods	2,967.3
Local Transport Fund	100.0
<b>Total</b>	<b>3,067.3</b>

1.5.113 The addition to the Capital Programme in relation to this funding is proposed for recommendation to Council for approval.

#### Council Capital Strategy

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

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services an overview of how the associated risk is managed
- the implications for future financial sustainability.

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

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

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

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

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

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

## **1.6 Treasury Management Strategy**

1.6.1 The Treasury Management Strategy is included in Appendix L.

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

## **1.7 Housing Revenue Account**

1.7.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. Whilst it is acceptable to draw on balances, it is not permissible for an overall HRA budget deficit to be set. It is for the council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2019 the HRA balances are forecast to be £13.8m.

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

### Council Dwelling Rents

1.7.3 The Welfare Reform and Work Act 2016 requires that council dwelling rents are reduced by 1% a year for the four years from April 2016. In October 2017, the Ministry of Housing, Communities and Local Government (MHCLG) announced that increases to social housing rents will be limited to the Consumer Prices Index (CPI) plus 1% for five years from April 2020.

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

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

1.7.6 The current average weekly rent will be £109.06. This has decreased from an existing weekly average rent of £110.17. The average formula rent (for new tenants on re-let) will be £115.94; this has decreased from an existing average of £117.10.

## Service Charges and Garages

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

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

1.7.8 The proposed changes reflect increases in the cost of providing the services described. In the case of heating charges, no increases are recommended as the cost of fuel has not increased during 2018/19.

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

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

- 1.7.11 Following a comprehensive service review of the caretaking service delivered by Barnet Homes, significant efficiency savings have been delivered from the service, therefore a decrease in charges of 12% is being proposed for weekly caretaking services.
- 1.7.12 No change is proposed for quarterly caretaking services.
- 1.7.13 The cost of providing alarm services was subject to detailed review in 2018/19 and a 5% increase is therefore proposed.
- 1.7.14 The charge for door entry phone systems is proposed to increase by 5% in line with the estimated cost increase. The programme will run over many years. As systems are replaced/installed a service charge will be introduced to cover these new systems. It is important to note replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.
- 1.7.15 Following a decision by the Housing Committee in June 2018 for the installation of sprinkler systems in tower blocks, a new charge for fire safety sprinkler systems is proposed for 2019/20. The cost of maintaining and servicing is a service chargeable cost. Given that a defects liability period will apply in the first year following installation, the cost is limited to servicing only. For most tenants, housing benefit will continue to cover the costs and they will therefore not be affected by these changes.

HRA Summary and working balance

- 1.7.16 Total expenditure for 2019/20 is estimated at £68.3m including charges for financing HRA debt.
- 1.7.17 The HRA budget for 2019/20 shows a contribution from balances of £10.7m. The estimated HRA balance as at 31 March 2020 is £3.1m. A summary of the reserves position is shown below:

**HRA Balances**

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

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

## Housing – Right to Buy (RTB) Receipts

- 1.7.19 The council has entered into an agreement with the former Department for Communities and Local Government (DCLG) to retain an element of the RTB receipts for investment in building or acquisition of new social housing. Up to 30% of the retained receipts must be spent on the cost of replacement affordable rented homes.
- 1.7.20 Retained RTB receipts must be spent within three years of being received. If retained RTB receipts are not spent within the three years' time limit they must be returned to DCLG, with interest charged at 4 per cent above base rate (Bank of England), calculated from the date of the relevant RTB receipts.
- 1.7.21 The council has undertaken purchase of property to add to the stock of social housing to ensure that the receipts do not have to be repaid to DCLG.
- 1.7.22 If the council are unable to use retained receipts within the three-year period, the council intends entering into an agreement with the Greater London Authority on Right to Buy Receipts which will ensure that the council still has access to receipts in the form of affordable housing grant that it might have to otherwise repay to the Treasury. This is available to all London Boroughs and will provide access to any receipts that would otherwise be returned to the Treasury for a further three years.
- 1.7.23 In addition, the HRA settlement in 2012 included a debt cap of £240m which provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement. However, in October 2018, the government removed the debt cap and the HRA is now subject to the same prudential borrowing rules as the General Fund.
- 1.7.24 The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more to support the acquisition or building of new homes. The HRA business plan sets out how this is proposed to be taken forward (Appendix G).

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

- 1.8.1 In order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves.
- 1.8.2 This information enables a longer-term view of the overall position to be taken. It also reports on the Director of Finance's consideration of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and appropriate earmarked reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves are an integral part of its continued financial resilience. The council's reserves and balance policy is attached at Appendix M. Details of the council's in-year

financial performance are reported to the Financial Performance and Contracts Committee on a regular basis.

1.8.3 The council is a large, complex organisation with a wide scale and diversity of assets, interests, liabilities and other responsibilities. These require considerable on-going monitoring and review particularly in light of the challenging financial climate. With this in mind, the council has recognised the on-going need to identify risks and have measures in place to mitigate should they occur (risks by their nature can never be completely removed).

1.8.4 The council's revenue related risks include:

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

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

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

1.8.7 These processes are to ensure all budget proposals are:

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

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

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

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

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

**MTFS Risk Analysis**

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

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

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>5. Pension Fund Assets / Pension Fund Deficit</b>				
Pension Fund assets failing to deliver returns in line with the anticipated returns underpinning valuation of Pension Fund Liabilities over the long-term.	The council's Pension Fund being under-funded resulting in an increase in the employer contribution rate and deficit funding that the Council pays into the fund.		<ol style="list-style-type: none"> <li>1) The council has a deficit recovery plan in place to reduce the long-term costs of financing the pension deficit</li> <li>2) Decisions have been made by the Pension Fund to move away from under performing funds</li> </ol>	All
<b>6. Reliance on Commercial Income</b>				
Exploring alternative sources of income to offset core funding reductions and also ensure value for money for residents	A recession or other unexpected/uncontrollable event could leave the council exposed to under-funding or large losses in income.		<ol style="list-style-type: none"> <li>1) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.</li> </ol>	Specific Services
<b>7. Inflation</b>				
The council's expenditure (pay and non-pay) is subject to annual inflation based on indexation that is determined by national inflation rates. Inflation can affect agreed suppliers' contracts for other service expenditure	<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 £1.5m to the Council's cost pressures</p>		<ol style="list-style-type: none"> <li>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.</li> <li>2) Exploring all opportunities during the tendering process for all service contracts to minimise indexation clauses, negotiate for favourable fees etc.</li> <li>3) Regular refresh of the council's MTFS</li> </ol>	All
<b>8. Delivery of Budgeted Savings</b>				
Agreed MTFS Savings are not fully achieved or slip into future years.	Potential for in-year overspends and funding gaps		<ol style="list-style-type: none"> <li>1) Robust challenge of all proposed MTFS Savings during the business planning process (e.g. through Council Management Team)</li> <li>2) In-year monitoring of agreed Savings</li> </ol>	All

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

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

## View of Section 151 Officer

### Robustness of estimates

- 1.8.11 The council is a going concern and the budget process is part of a continuous service planning and financial cycle. Therefore, knowledge and understanding of the previous and current national and local financial and economic environments are used to make informed assumptions and judgement about the future. This activity seeks to establish a robust budget which is appropriate and realistic having taken a practical assessment of risks.
- 1.8.12 The financial planning process has been managed at senior officer level through the Council Management Team meetings. This Executive level group has overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings. This has happened alongside budget challenge sessions with members of the various Theme Committees and the Policy and Resources Committee.
- 1.8.13 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation feedback has been taken into consideration as final proposals to the council have been formulated.
- 1.8.14 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resources Committee. The savings are now presented to Council for approval.
- 1.8.15 The Capital Programme presents the council with a significant challenge in terms of delivery and affordability. The cost of borrowing is accounted for based on the current plans however any under-achievement of its capital receipts expectations will require either an increase in borrowing, with associated revenue implications, or the deletion of schemes.

### Robustness of Budget Setting Process

- 1.8.16 The process that has been undertaken to set the budget has included engagement of officers from service departments throughout the year, regular reporting to Theme Committees and Council, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities.
- 1.8.17 Following Policy & Resources Committee's endorsement of the budget proposals in December 2018 officers have undertaken a readiness assessment of the council's ability to deliver the savings required for the MTFs with particular emphasis on 2019/20. Where there is a risk of non-achievement of savings, adequate mitigations have been put in place in order to ensure a legal budget is set and that value for money is achieved from public funds.
- 1.8.18 For these reasons, it can be confirmed that the budget setting process has been robust.

## Effectiveness of Budget Management

- 1.8.19 The council has robust arrangements for managing budgets and performance. Close attention will continue to be paid to the implementation of agreed savings and monitoring of the Council's current overspend, with regular reporting to the Financial Performance and Contracts Committee.
- 1.8.20 As a result of a forecast overspend during 2018/19 a panel process was put in place to manage recruitment approvals together with a moratorium of discretionary expenditure and an increased focus on the budget position throughout all levels of the organisation. This activity was successful in reducing the anticipated overspend but not in eradicating it.
- 1.8.21 The council has a legal responsibility to set a balanced budget which can include the planned use of its reserves. The council is planning to use £6.821m of its reserves during the MTFS period to 2024. The Section 151 Officer does not deem it appropriate to erode reserves beyond the level planned within this document.
- 1.8.22 This MTFS provides increased funding for services of £12.7m before allowing for funding of inflation or contingency allocations. This will eradicate many of the current years overspends and seeks to fully fund increased demand across council services. It is therefore considered that the council's Budget Management arrangements for 2019/20 are effective.

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

### Period 9 Budget Monitoring

- 1.9.1 Full details of the council's in year financial performance are reported to the Financial Performance and Contracts Committee on a regular basis. The following section provides a high-level summary of the latest available information.
- 1.9.2 The General Fund revenue forecast for 2018/19 is a net overspend of £2.396m. This forecast is stated after the net contribution to specific and general earmarked reserves totalling £1.226m. Excluding these reserve movements, the forecasted overspend is £1.168m. The reserve movements in the table below include two one-off transfer to reserves relating to the windfall gains of £3.685m and £1.000m respectively following the contract settlement with Capita and a recognition of balances held within the North London Waste Authority (NLWA).
- 1.9.3 All proposed reserve drawdowns and contributions will be considered and approved, if appropriate, at year end. It is important to note that these reserve movements are over and above the planned use of £4.040m of reserves in balancing the budget.
- 1.9.4 The original budget approved by Council in March of each year is revised during the year to reflect movements between budgets and the allocation of

contingency held within central expenses. All movements from contingency above £0.250m must be approved by Policy and Resources Committee.

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

## 2. REASONS FOR RECOMMENDATIONS

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

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

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

## 4. POST DECISION IMPLEMENTATION

4.1.1 Following approval of these recommendations, the authority's Council Tax will be set and residents will receive their Council Tax bills over the next few weeks.

- 4.1.2 All approved actions will be implemented and new year budgets will be confirmed to budget holders to continue service delivery planning.

## **5. IMPLICATIONS OF DECISION**

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

5.1.1 This supports the council's corporate priorities as expressed through the Corporate Plan for 2019-24 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:

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

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

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

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

### **5.3 Social Value**

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

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

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

5.4.2 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their council tax requirement in accordance with the prescribed requirements of that section. This requires consideration of the

authority's estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.

- 5.4.3 As referred to in paragraphs 1.5.30 to 1.5.31, The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 amends section 11B of the Local Government Finance Act 1992 by introducing a new maximum amount by which the council tax could be increased for long term empty properties (empty for 2 years or more).
- 5.4.4 Local authorities owe a fiduciary duty to council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of the council tax payers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.
- 5.4.5 These proposals have been approved by Policy and Resources Committee and referred on to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impact that cannot be mitigated.
- 5.4.6 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.
- 5.4.7 The Council Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council Committees.
- 5.4.8 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010).
- 5.4.9 Under the financial regulations 2.4.15 any significant changes in the planned use of a reserve must be approved by Policy and Resources Committee.

## **5.5 Risk Management**

- 5.5.1 Risk is defined as an uncertain event that, should it occur, will have an impact on the organisation's ability to achieve its objectives. A risk is measured by the likelihood of a perceived threat or opportunity occurring and the magnitude of its impact on the organisation's objectives.
- 5.5.2 The overarching aims of the council's risk management framework are to improve the organisation's ability to deliver its strategic objectives by managing

risk; creating a risk culture that adds value to operational activities; and achieving sustained benefit across the portfolio of activities.

- 5.5.3 The risk management framework should help to ensure risk management is embedded throughout the organisation and involves all key stakeholders, including officers, senior managers, members and partners.
- 5.5.4 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.
- 5.5.5 The council's medium term financial strategy is designed to meet the challenges ahead and provide some flexibility to deal with varying service pressures, which may arise. The council holds a number of other provisions and reserves to meet known future liabilities and as a contingency against specific areas of risk.
- 5.5.6 Detailed monthly budget monitoring arrangements are in place across the council, which are designed to provide an early warning of possible budget variations to enable early remedial action, where appropriate, to be taken.
- 5.5.7 During the year management will focus resources on key risk areas as part of the overall monitoring and management of services so the risk of overspending is minimised.
- 5.5.8 The challenges set out in this report require fundamental change in the way council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.
- 5.5.9 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However, the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the council must always ensure that safeguarding of adults, children and young people remains paramount.

## **5.6 Equalities and Diversity**

- 5.6.1 Equality and diversity issues are a mandatory consideration in the decision making of the council.
- 5.6.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. A lot of proposals are in formative stages, so the equality impacts will need to be updated as the projects are rolled out. Many of these proposals will need to be subject to separate decisions and at this stage the decision maker will need to be equipped with an updated equality impact assessment before they can make

their decision. Consideration of the duties should precede the decision. It is important that Council has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

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

- 5.6.8 If deemed appropriate, a project may be subject to future individual committee decision once the budget envelope has been set by Council. The equality impacts will be updated for these decisions.
- 5.6.9 The Equality Act 2010 and The Public Sector Equality Duty impose legal requirements on elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing the proposals which emerge from the finance and business planning process, together with any mitigating factors. To allow the Council to demonstrate that it has met the Public Sector Equalities Duty as outlined above, each year the Council undertake a planned and consistent approach to business planning. This assesses the equality impact of relevant budget proposals for the current year (affecting staff and/or service delivery) across services and identifies any mitigation to ease any negative impact on particular groups of residents. At this stage of the budget planning process for 2019/20 savings, the council has conducted a preliminary high-level review of the equalities impact of the initial proposals and these are outlined in the savings templates, which have been approved by the relevant Theme Committees.
- 5.6.10 These are attached at appendix P to this paper and give detail of analysis to date indicating where further equality analysis may be required. Between December 2018 and February 2019 Delivery Units reviewed their equality analyses as proposals develop and in response to consultation feedback. Savings that are continuing from previous years will require on-going analysis and new savings will require initial analysis. The EIAs for 2019/20 proposals were kept under review and updated prior to publication with this final budget report to Full Council.
- 5.6.11 Similarly, all human resources implications of the budget savings proposals will be managed in accordance with the council's Managing Organisational Change policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

### **Equalities impact of budget**

- 5.6.11 The Cumulative Equalities Impact Assessment (CEIA) of the budget savings proposals for 2019/20 is shown at Appendix J.
- 5.6.12 For the 19/20 budget there are 12 savings proposals for which 11 EIAs have been conducted (proposals G8 and P2 have a combined EIA). Of these; six have forecasted the outcome of a positive or neutral impact, three negative impact and two that the impact is negative/unknown.
- 5.6.13 However, within overall positive and neutral EIAs there are also some negative impacts on certain characteristics.
- 5.6.14 Overall it has been identified that there may be a cumulative negative impact on residents with disabilities, on those within certain age groups and on individuals based on their marital status.

- 5.6.15 There are also some cumulative positive impacts, with young people, those of working age and those with disabilities being positive impacted by the proposed changes.
- 5.6.16 In addition to those with protected characteristics, the following groups may be negatively impacted by the 19/20 budget: carers, people on a low income, those unemployed and young people who are NEET.
- 5.6.17 The CEIA underlines that as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups.
- 5.6.18 The council is satisfied that this CEIA demonstrates how we have paid due regard to equalities, analysed the individual and cumulative impacts of our proposals, taking account of any negative impact from previous years and making every effort to avoid, minimise and mitigate any negative impacts wherever possible (as outlined in the individual EIAs). However, given the scale of savings the council is obliged to make, change is inevitable.
- 5.6.19 The EIA process is an iterative process. As Budget proposals are implemented, they will be kept under review and further equalities analysis will be undertaken and individual EIAs updated as proposals develop.

## **5.7 Corporate Parenting**

- 5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child
- 5.7.2 The Council, in setting its budget, has considered the Corporate Parenting Principles both in terms of savings and investment proposals. The Council proposals have sought to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.
- 5.7.3 The Council has invested a further £3.480m into these services for 2019/20. This will enable lower caseloads to be maintained as well as ensure there is sufficient resource to manage both the demand and the complexity of the work.
- 5.7.4 Each of the seven corporate parenting principles have, and will continue to be, considered as part of the development and delivery of MTFs proposals for 2019/20 and beyond. For example, in the case of placements savings, an initial strategic outline case has been developed which takes into account the corporate parenting principles, such as 'acting in the best the interests, and promoting the health and well-being of children and young people' and 'taking into account the views, wishes and feelings of children and young people'. Data

from a range of sources was reviewed and analysed to inform the proposals, which included:

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

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

## **5.8 Consultation and Engagement**

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

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

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

- Comments are genuinely invited at the formative stage
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response
- There is adequate time given to the consultees to consider the proposals

- There is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
- Where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

### Consultation on the Corporate Plan

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

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

5.8.5 Key headlines from the consultation are as follows:

- A clear majority of those responding to the questionnaire agree with all the outcomes the council is proposing to focus on for the next five years, with around nine out of ten respondents (90%) agreeing with each of the councils proposed outcomes.
- There was a similar level of agreement for the priorities set out under each outcome, with 80-90% of respondents agreeing with each of the priorities. The one exception to this was 'Delivering on our major regeneration schemes' where six out of ten agreed.
- Around 80% also agreed with the approach the council has outlined to deliver its outcomes over the next five years.
- When residents were asked to comment further, the main feedback was that they wanted more detail on how the priorities would be delivered and funded. This has resulted in more detail around the strategic approach to delivery being included in the draft corporate plan.
- Further comments on the outcomes, priorities and approach were very varied, the most common themes were around; street cleansing, tackling enviro-crime and anti-social behaviour, improving air quality and investing in sustainable transport methods.
- Comments on our approach related to outsourcing of services, robust management of contract and service delivery arrangements and a commitment to remaining transparent in our work. There was also a clear

theme around how we balance our council tax rates with being able to deliver services.

- This feedback has now been incorporated and reflected in the draft plan.

## General Budget Consultation 2019/20.

### Overview

5.8.6 The general budget consultation began the day after Policy and Resources Committee on 11 December 2018 and concluded on 16 January 2019.

5.8.7 In terms of service-specific consultations the council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2019/20 savings. The outcomes of these consultations are being reported into the committee decision making processes.

5.8.8 The following paragraphs set out the headline findings from the general budget consultation 2019/20 which were presented to Policy & Resources Committee on 20 February 2019, and now Full Council on 5 March 2019. The detailed findings can be found in Appendix I.

5.8.9 Due to the low response rate to questions relating to protected characteristics, it has not been possible to disaggregate the survey responses by protected characteristic.

### Summary of approach

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

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

5.8.11 The consultation was published on Engage Barnet with detailed background information about the council's budget setting process and the financial challenges the council faces.

- Respondent's views were gathered via online questionnaire;
- Paper copies and other alternative formats of the consultation were made available on request;
- As part of the council's statutory duty to consult with National Non-Domestic Rate (NNDR) Payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the council's residents' magazine, Barnet First, the council resident's e newsletter, the council's

website; local press, Twitter, Facebook, and posters in libraries and other public places;

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

### Response to the consultation

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

Stakeholder	Questionnaire response	
	%	Base
Barnet resident	89%	119
Working within the London Borough of Barnet area	2%	2
Barnet business	2%	2
Representing a voluntary/community organisation	3%	4
Representing a public-sector organisation	0%	0
Representing a school	0%	0
Other	2%	2
Prefer not to say	3%	4
<b>Total</b>	<b>101%<sup>1</sup></b>	<b>133</b>
<b>Not Answered</b>		<b>65</b>

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

### Summary of key findings

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

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

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

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

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

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

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

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

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

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

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

- Reduction in the council's investment programme;
- Making further savings within our Theme Committees;
- Making further use of limited reserves.

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

*Level of support for each proposal*

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

*Ranking of proposals*

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

- • 1st preferred proposal: Making further use of limited reserves;

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

### *Overall budget 2019/20*

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

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

- Concerns about Barnet's Leadership / Ability to implement change / Ability to deliver services, 12% (14 respondents);
- Agree with an increase in Council Tax, 11% (13 respondents);
- Children, Education and Safeguarding Committee: Concerned about Education budget, concern for cuts / Too little budget for Education, 10% (12 respondents). One resident who submitted a written response was also concerned about education;
- Policy and Resources is excessive / Takes a large amount of the available funds / P & R could deliver more efficiencies, 9% (11 respondents);
- Concerns about Barnet Council's financial management abilities / Allocation of financial resources / Concerns for causes of deficit (including Capita), 8 % (10 respondents);
- R5 Garden Waste Savings recovery plan: Disagree with charging for Green Waste, 8% (10 respondents). One resident who submitted a written response was also against this saving line;
- Comments on the consultation document: more information required /more transparency needed/less positive spin required/lacked policy impact details, 8% (10 respondents);
- Adults and Safeguarding Committee, E6, meeting eligible needs in more cost-effective settings proposal: Not supportive of this saving line/ Disagree with / Turning the clock back on disability rights / Savings line is against Human Rights, 6% (7 respondents). Two written responses received from representatives of a community group also cited similar concerns about this saving line;
- Shouldn't have frozen Council Tax in recent years, 6% (7 respondents).

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

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

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

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

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

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

- Adults and Safeguarding Committee, E6 Meeting eligible needs in more cost- effective settings: Not supportive on this saving line / Disagree with / high concerns / Not legal / Going in the wrong direction / Turning the clock back on disability / it's against human rights, 15% (9 respondents). Two written responses from representatives of a community group also cited similar concerns about this saving line;
- Environment, R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste, 10% (6 respondents). One resident who submitted a written response was also against this saving line;
- Environment, Bring back food waste recycling/brown bins, 8% (5 respondents).
- ARG income suggestions: *Consider selling off assets/ Barnet should partner with Housing Associations and convert commercial assets into residential developments / bring empty private properties into use to increase revenues*, 8% (5 respondents)
- Comments about the consultation document: *Make an easier to read document that includes everything / lack of executive summaries - the planned cuts are easily hidden in the complexity / is not easy to access all the elements*, 6% (4 respondents).

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

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

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

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

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

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

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

## **5.9 Insight**

Not applicable.

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

## 6. BACKGROUND PAPERS

Committee	Item & Agenda	Link
Policy & Resources 20 February 2019	Item 7 Brexit Preparedness	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9461&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9461&amp;Ver=4</a>
Policy & Resources 20 February 2019	Item 8 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9461&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9461&amp;Ver=4</a>
Policy & Resources 11 December 2018	Item 8 Corporate Plan 2019-24, Business Planning - Medium Term Financial Strategy 2019/24 and Draft Budget for 2019/20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9460&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9460&amp;Ver=4</a>
Policy & Resources 23 October 2018	Item 10 Budget Management 2018/19	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9459&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9459&amp;Ver=4</a>
Policy & Resources 19 July 2018	Item 7 Business Planning	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9725&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9725&amp;Ver=4</a>
Policy & Resources 11 June 2018	Item 4 Business Planning	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9458&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9458&amp;Ver=4</a>
Full Council 6 March 2018	Item 12 Business Planning 2018-20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9162&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9162&amp;Ver=4</a>
Policy & Resources 13 February 2018	Item 13 Business Planning 2018-20	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=8742&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=8742&amp;Ver=4</a>
Policy & Resources 21 July 2014	Item 6 Finance and Business Planning – Capital programme and review of reserves	<a href="http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=7860&amp;Ver=4">http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=7860&amp;Ver=4</a>

**REPORT CLEARANCE CHECKLIST**  
**(Removed prior to publication and retained by Governance Service)**

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

**Author to complete TABLE BELOW:**

<b>Who</b>	<b>Clearance Date</b>	<b>Name</b>
<b>Committee Chairman</b>		
<b>Governance Champion</b>		
<b>Director / AD / Lead Commissioner</b>		<b>Kevin Bartle</b>
Equalities & Diversity		
<b>HB Public Law</b>		<b>Jessica Farmer</b>
<b>Finance</b>		<b>Paul Clarke</b>
<b>Governance</b>		<b>Andrew Charlwood</b>

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

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

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

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

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

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

**Council Tax**

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

Resources vs. Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Flexible Homelessness Support Grant	4.250	0.000	0.000	0.000	0.000
Special Educational Needs & Disability Grant	0.231	0.000	0.000	0.000	0.000
Social Care (ASC and CSC)	2.500	0.000	0.000	0.000	0.000
ASC Grant	1.400	0.000	0.000	0.000	0.000
ASC Grant / IBCF	7.891	7.891	7.891	7.891	7.891
<b>Other Funding Sub Total</b>	<b>225.695</b>	<b>225.523</b>	<b>233.323</b>	<b>240.660</b>	<b>248.358</b>
<b>Total Income From Grant and Council Tax</b>	<b>294.295</b>	<b>288.282</b>	<b>297.253</b>	<b>304.590</b>	<b>312.287</b>
Budget Gap before Savings and Pressures	(25.323)	(20.484)	(10.963)	(9.788)	(9.262)
Saving Proposals Identified	19.965	14.553	8.901	8.280	7.551
Adults Pipeline Savings	0.000	0.000	1.200	2.375	1.950
<b>Proposed Savings</b>	<b>19.965</b>	<b>14.553</b>	<b>10.101</b>	<b>10.655</b>	<b>9.501</b>
Budget Gap after Savings	(5.357)	(5.931)	(0.862)	0.867	0.239
Collection Fund Smoothing Reserve	0.616	0.000	0.000	0.000	0.000
Reserve to Fund discretionary relief for CTRS	0.500	0.000	0.000	0.000	0.000
Reserve to fund increased investment in Streetscene	0.500	0.000	0.000	0.000	0.000
Specific reserves contribution	3.741	2.965	0.000	(0.867)	(0.239)
<b>Reserves Sub Total</b>	<b>5.357</b>	<b>2.965</b>	<b>0.000</b>	<b>(0.867)</b>	<b>(0.239)</b>
<b>Total funding Surplus/(Deficit)</b>	<b>0.000</b>	<b>(2.966)</b>	<b>(0.862)</b>	<b>0.000</b>	<b>0.000</b>
<b>Council Tax Requirement</b>	<b>178.296</b>	<b>186.470</b>	<b>193.756</b>	<b>201.599</b>	<b>209.297</b>
Council Tax Base	145,560	147,813	149,130	150,662	151,874
London Borough of Barnet Council Tax	£1,224.90	£1,261.52	£1,299.24	£1,338.09	£1,378.10
%age Increase	2.99%	2.99%	2.99%	2.99%	2.99%
London Borough of Barnet precept	£1,224.90	£1,261.52	£1,299.24	£1,338.09	£1,378.10
%age Increase	2.99%	2.99%	2.99%	2.99%	2.99%
Social Care precept	£0.00	£0.00	£0.00	£0.00	£0.00
%age Increase	0.00%	0.00%	0.00%	0.00%	0.00%
GLA precept	£320.51	£330.09	£339.96	£350.13	£360.60
%age Increase	8.93%	2.99%	2.99%	2.99%	2.99%
Total Council Tax	£1,545.41	£1,591.62	£1,639.21	£1,688.22	£1,738.70
%age Increase	4.17%	2.99%	2.99%	2.99%	2.99%

**Appendix C**  
**COUNCIL TAX RESOLUTION**  
**Statutory Determination of Council Tax 2019-20 by London Borough of Barnet.**

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

1) Note that the Chief Finance Officer, under their delegated powers in accordance with the financial regulations, has calculated **145,560** (band D equivalent) as the amount for the Council Tax Base for the year 2019/20 [item T in the formula in Section 31B (1) of the Local Government Finance Act 1992, as amended (the “Act”)]

2) Recommend to Council for approval, the following amounts, calculated for 2019/20 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

i) **£1,000,834,912** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act;

ii) **£822,538,468** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act;

iii) **£178,296,444** as the Council Tax Requirement in accordance with Section 31A (4) of the Act, being the amount by which the aggregate at 2i) above exceeds the aggregate at 2ii) above. (Item R in the formula section 31B (1) of the Act;

iv) **£1,224.90** as the basic amount of Council Tax for the year, being the Council Tax Requirement at 2iii) above (Item R), divided by the Council Tax Base set out at 1 above (Item T), in accordance with Section 31B (1) of the Act;

3) Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council’s basic amount of Council Tax for 2019/20 as set out in 2(iv) above is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2019/20.

4) Note that the table below sets out the amounts of Council Tax for 2019-20 calculated by multiplying the amounts at 2(iv) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to the dwellings listing in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken in account for the year in respect of categories of dwellings listed in different valuation bands.

Council Tax Band	Barnet
A	816.60
B	952.70
C	1,088.80
D	1,224.90
E	1,497.10
F	1,769.30
G	2,041.50
H	2,449.80

5) Note that for the year 2019-20, the Greater London Authority has issued precepts to the Council in respect of the functional bodies under its control, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings as shown below:

Council Tax Band	GLA
A	213.67
B	249.29
C	284.90
D	320.51
E	391.73
F	462.96
G	534.18
H	641.02

6) Agree that having calculated the aggregate in each case of the amounts at 4 with the amounts at 5 above, the Council, in accordance with Sections 30(2) and 36 of the Act, hereby sets the following amounts as the amounts of Council Tax for 2019-20 for each of the categories of dwellings as shown below.

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

## Appendix D1 Revenue Budget 2019/20

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

## REVENUE BUDGET 2019/20

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

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

# REVENUE BUDGET 2019/20

## COUNCIL TAX SUMMARY

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

## COUNCIL TAXBASE

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

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

<b>Adults &amp; Health</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
<b><u>Service Redesign</u></b>					
Healthy Child Programme- service redesign		(324,000)			(59,000)
<b>Service Redesign Total</b>	<b>0</b>	<b>(324,000)</b>	<b>0</b>	<b>0</b>	<b>(59,000)</b>
<b><u>Reducing Demand, Promoting Independence</u></b>					
Continuation and further development of work to deliver savings through supporting older people in alternative ways	(192,000)				
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care, leading to a reduction in care package costs	(300,000)				
Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs.	(285,000)	(500,000)	(100,000)	(150,000)	
Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living	(188,000)	(112,000)			
Extra care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care.		(100,000)	(160,000)		
Plans are in place to develop a third Extra-Care Housing scheme at Cheshire House, with 75 units. Projected to be completed in 2020/21.				(100,000)	(100,000)
<b>Reducing Demand, Promoting Independence Total</b>	<b>(965,000)</b>	<b>(712,000)</b>	<b>(260,000)</b>	<b>(250,000)</b>	<b>(100,000)</b>
<b><u>Income</u></b>					
As part of the Better Care Fund (BCF) pooled budget the council is expected to receive an uplift of 1.9% or £148,000 in 2019/20.n The 'saving' is made from the base budget, which has been replaced by the BCF.	(647,000)				
Replacement of base budget with Improved Better Care grant funding	(1,391,000)				
Implementation of a pre-paid care solution and transitioning 80% of direct payment clients to it, thereby increasing transparency and recouping unspent/wrongly spent monies from clients.	(250,000)	(250,000)			

<b>Adults &amp; Health</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
Improving the process of bad debt collection and pre-emptively channelling more clients onto direct debits to prevent debting, we may be able to reduce the budgetary provision for bad debt by 10%	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
Ensure a VAT efficient leisure contract		(61,000)	(124,000)	(159,000)	(184,000)
Use of SPA contract income paid to council		(912,000)	(747,000)	(373,000)	(258,000)
Maintaining affordable levels of inflation on care and support packages while continuing to meet statutory duties	(1,000,000)	(500,000)	(500,000)	(500,000)	(500,000)
	<b>(3,388,000)</b>	<b>(1,773,000)</b>	<b>(1,421,000)</b>	<b>(1,082,000)</b>	<b>(992,000)</b>
<b>Income Total</b>					
<b>Pipeline Savings</b>					
Additional 5% staffing reduction in 2022/23				(725,000)	
Continuation and further development of work to deliver savings through supporting older people in alternative ways			(200,000)	(200,000)	(200,000)
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care, leading to a reduction in care package costs			(100,000)	(100,000)	
Additional £2.5m saving on care spend for clients with a learning disability based on reducing spend per population for this client group to the level of the lowest quartile of London authorities			(400,000)	(850,000)	(1,250,000)
An additional £1.5m saving on care spend for clients with Mental Health needs, based on reducing spend per population for this client group to the level of the lowest quartile of London authorities			(500,000)	(500,000)	(500,000)
<b>Pipeline Savings Total</b>	<b>0</b>	<b>0</b>	<b>(1,200,000)</b>	<b>(2,375,000)</b>	<b>(1,950,000)</b>
<b>Grossing up of grants</b>					
Improved Better Care Fund	1,547,000				
<b>Grossing up of grants total</b>	<b>1,547,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Existing Placements	856,000				
Anticipated change in complexity	780,000				
Increase requirement in DoLS Assessments	100,000				
Investment into telecare equipment	450,000				
Ordinary Residents Cases	600,000				
CHC extra income	0				
<b>Pressures Total</b>	<b>2,786,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>111,116,815</b>	<b>107,290,815</b>	<b>104,056,815</b>	<b>99,999,815</b>	<b>96,605,815</b>

## Adults and Health

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

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

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

## Assurance

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

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

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

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

## Children's Family Services

	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
Assessmnt, Intervention & Planning	7,110,165	7,817,610	7,817,610
Clinical Services	979,615	987,085	1,387,085
CSC 0-25	8,146,787	8,185,467	7,885,467
Permanence, Transitions & Corporate			
Parenting	4,124,087	4,088,557	4,088,557
Placements	17,535,120	18,143,600	17,943,600
Safeguarding, QA & Work force			
Development	2,653,241	2,674,120	2,674,120
Social Care Management	1,596,878	631,200	631,200
YOT, Risk and Vulnerability	726,630	737,330	477,330
<b>Children's Social Care</b>	<b>42,872,523</b>	<b>43,264,969</b>	<b>42,904,969</b>
Central Education (Commissioning)	135,625	26,375	26,375
Communications, Complaints & Business			
Support	1,063,390	1,079,910	1,079,910
Commissioning	1,112,943	1,116,593	1,066,593
Early Help 0-19	4,763,678	4,908,198	4,366,198
Education Skills	6,459,813	6,578,973	6,057,973
Libraries	3,398,800	3,472,930	3,472,930
Partnership and Voice of Child	299,383	390,318	390,318
Performance Improvement & Customer			
Engagement	1,180,589	1,337,306	1,337,306
<b>Early Intervention &amp; Prevention</b>	<b>18,414,221</b>	<b>18,910,603</b>	<b>17,797,603</b>
Family Services Management	1,521,104	4,481,576	5,414,076
<b>Family Services Management</b>	<b>1,521,104</b>	<b>4,481,576</b>	<b>5,414,076</b>
<b>Children's Family Services</b>	<b>62,807,848</b>	<b>66,657,148</b>	<b>66,116,648</b>

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

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

<b>Deputy Chief Executive</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
<b>Income</b>					
500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes	(161,000)	(568,000)	(821,000)	(834,000)	(681,000)
Transfer of 141 properties acquired by Barnet for use as affordable temporary accommodation to Open Door Homes	(1,025,000)	49,000	50,000	51,000	53,000
Additional 89 homes for affordable rent built by Open Door Homes.			(158,000)	(162,000)	(5,000)
Build 87 new council homes for rent on top of existing council housing blocks, providing a cheaper alternative to temporary accommodation.			(111,000)	(115,000)	(4,000)
Increase some temporary accommodation rents to Local Housing Allowance.	(62,000)				
Trickle transfer of 950 council homes to Open Door Homes		(350,000)	(600,000)	(600,000)	(600,000)
Income to be generated through surplus space available in libraries and other assets.	(150,000)				
Income from renting out spare space within building on an ad-hoc basis i.e. room hire.	(7,000)				
Lease for modular build		(50,000)			
Increased ground rent from potential development (Bunn's Lane & Hendon Campus)				(200,000)	
Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)		(850,000)	(1,050,000)		
<b>Income Total</b>	<b>(1,405,000)</b>	<b>(1,769,000)</b>	<b>(2,690,000)</b>	<b>(1,860,000)</b>	<b>(1,237,000)</b>
<b>Pressures &amp; Growth</b>					
Managed Budgets Structural Income Deficit	812,000				
CSG services insourced	400,000				
Temporary Accommodation	500,000				
Estates remaining structural overspend	919,000				
Registrars structural shortfall in income	180,000				
<b>Pressures &amp; Growth Total</b>	<b>2,811,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Insourcing</b>					
CSG Finance Insourcing	(2,704,800)				
<b>Pressures &amp; Growth Total</b>	<b>(2,704,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>33,918,878</b>	<b>29,120,878</b>	<b>25,662,878</b>	<b>23,468,878</b>	<b>21,986,878</b>

Deputy Chief Executive

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

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

**Budget Summary and Forward Plan**

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

Environment	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Income generation from non-statutory commercial waste services: Income generation target across a range of chargeable services for commercial waste; including, but not limited to, additional collections and the identification of new services including commercial waste recycling.	(300,000)				
CCTV: Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.	(200,000)				
Asset Management: Optimising the value of green spaces assets to maximise the level of income to sustain service delivery.	(100,000)				
Advertising: A number of opportunities have been identified for advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres. Cases will be dealt with in accordance with the council's policy on a case by case basis.	(200,000)				
Delivery of Parks and Open Spaces Strategy: To reduce the annual revenue cost of the operation and management of green spaces by maximising the efficiency of the service and developing new and income generating uses for parks and green spaces sites.			(250,000)	(1,500,000)	(2,000,000)
Advertising: New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	(150,000)	(100,000)	(150,000)	(200,000)	(250,000)
Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.		(50,000)	(650,000)	(700,000)	(250,000)
<b>Income Total</b>	<b>(1,050,000)</b>	<b>(150,000)</b>	<b>(1,050,000)</b>	<b>(2,400,000)</b>	<b>(2,500,000)</b>
<b>Grossing up of grants</b>					
London Crime Prevention Fund	344,000				
<b>Grossing up of grants total</b>	<b>344,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
North London Waste Authority	1,012,000				
Additional funding into Streetscene	1,000,000				
Unfunded Streetscene Pressures	300,000				
<b>Pressures Total</b>	<b>2,312,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>34,222,274</b>	<b>33,022,274</b>	<b>31,972,274</b>	<b>29,572,274</b>	<b>27,072,274</b>

## Environment

	Re-Styled Original Estimate 2018/19	Re-Styled Current Estimate 2018/19	Original Estimate 2019/20
Community Safety	1,979,789	2,040,803	2,141,803
<b>Community Safety</b>	<b>1,979,789</b>	<b>2,040,803</b>	<b>2,141,803</b>
Environment Management	12,739,281	12,849,521	13,361,521
<b>Environment Management</b>	<b>12,739,281</b>	<b>12,849,521</b>	<b>13,361,521</b>
Green Spaces & Leisure	1,353,251	1,323,691	873,691
<b>Green Spaces &amp; Leisure</b>	<b>1,353,251</b>	<b>1,323,691</b>	<b>873,691</b>
Commercial Services Streetscene	(2,257,595)	(1,786,456)	(2,086,456)
Fleet and Transport	280,940	559,730	559,730
Ground Maintenance (Front line)	2,532,629	2,342,698	2,342,698
Management and Service Support	990,035	915,185	915,185
Street Cleansing (Front Line)	2,904,807	2,533,435	2,533,435
Street Scene Management	0	1,120,803	1,120,803
Waste (Front Line)	6,440,555	6,025,692	6,825,692
<b>Streetscene</b>	<b>10,891,371</b>	<b>11,711,087</b>	<b>12,211,087</b>
Highway Inspection/Maintenance	260,447	272,827	272,827
Parking	(537,750)	(557,750)	(557,750)
Street Lighting	6,338,858	6,669,095	5,919,095
<b>Transportation and Highways</b>	<b>6,061,555</b>	<b>6,384,172</b>	<b>5,634,172</b>
<b>Environment</b>	<b>33,025,247</b>	<b>34,309,274</b>	<b>34,222,274</b>

	Re-stated Original Estimate 2018/19	Re-stated Current Estimate 2018/19	Original Estimate 2019/20
Capital Accounting Charges	10,849,801	10,834,471	13,264,471
Employee Related	18,180,338	19,062,590	20,062,590
Premises Related	1,483,155	1,294,535	1,294,535
Secondary Recharges	(2,242,919)	(2,484,447)	(2,484,447)
Supplies/Services	28,579,300	29,776,711	29,445,711
Third Party Payments	647,238	647,238	647,238
Transport Related	3,270,828	3,305,390	3,305,390
<b>Expenditure</b>	<b>60,767,741</b>	<b>62,436,488</b>	<b>65,535,488</b>
Customer & Client Receipts	(27,244,460)	(27,629,180)	(31,159,180)
Government Grants	(498,034)	(498,034)	(154,034)
<b>Income</b>	<b>(27,742,494)</b>	<b>(28,127,214)</b>	<b>(31,313,214)</b>
<b>Environment</b>	<b>33,025,247</b>	<b>34,309,274</b>	<b>34,222,274</b>

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

## Finance

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

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

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

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

Regional Enterprise

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

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

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

# Revenue Budget 2019-2020

## Special Parking Account

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

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

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

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

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

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

## REVENUE BUDGET 2019/20

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

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

# REVENUE BUDGET 2019/20

## COUNCIL TAX SUMMARY

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

## COUNCIL TAXBASE

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

<b>Budget Summary and Forward Plan</b>					
<b>Adults &amp; Safeguarding</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
<b>Original Budget</b>	90,405,805	94,409,765	91,007,765	102,459,984	98,752,984
<b>Virements approved in prior period</b>	6,396,680		14,376,219		
<b>Revised Base Budget</b>	<b>96,802,485</b>	<b>94,409,765</b>	<b>105,383,984</b>	<b>102,459,984</b>	<b>98,752,984</b>
<b><u>Efficiencies</u></b>					
Staffing efficiency based on the previous MTFS (213k), plus an additional 5% budget reduction across adult social care staffing. (Total staffing is circa £15.5m)	(682,000)	(113,000)			
Committee has agreed a new contract with YourChoice Barnet which included a transformation of the service model to deliver better outcomes.	(227,000)	(369,000)			
Rescoping and targeting of prevention contracts- the savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness.	(370,000)	(255,000)	(43,000)		
Public Health Savings	(339,500)				
Senior Management Restructure	(305,220)				
Telecare overheads- This proposal is to continue with telecare services, maintaining the use of care technology to support people and reduce care costs while reducing the cost of the services by bringing the management of the telecare service in house.		(155,000)			
The council will consider the full range of care options to meet eligible needs, rather than offering community-based placements by default. The saving level is based on the assumption that new clients are placed in cheaper accommodation settings where appropriate.	(424,000)				
Reduction in printing costs	(25,000)	(25,000)			
<b>Efficiencies Total</b>	<b>(2,372,720)</b>	<b>(917,000)</b>	<b>(43,000)</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>					
<b>Service Redesign Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>					
Continuation and further development of work to deliver savings through supporting older people in alternative ways	(192,000)				
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care, leading to a reduction in care package costs	(300,000)				
Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs.	(285,000)	(500,000)	(100,000)	(150,000)	

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

<b>Adults &amp; Safeguarding</b>	<b>2019/20 £</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>
An additional £1.5m saving on care spend for clients with Mental Health needs, based on reducing spend per population for this client group to the level of the lowest quartile of London authorities			(500,000)	(500,000)	(500,000)
<b>Pipeline Savings Total</b>	<b>0</b>	<b>0</b>	<b>(1,200,000)</b>	<b>(2,375,000)</b>	<b>(1,950,000)</b>
<b>Grossing up of grants</b>					
Improved Better Care Fund	1,547,000				
<b>Grossing up of grants total</b>	<b>1,547,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Brought forward cost pressures above budgeted level	856,000				
Anticipated change in complexity	780,000				
Adults additional funding pressures	550,000				
Ordinary Residents Cases	600,000				
<b>Pressures Total</b>	<b>2,786,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>94,409,765</b>	<b>91,007,765</b>	<b>102,459,984</b>	<b>98,752,984</b>	<b>95,710,984</b>

## Adults and Safeguarding

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

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

**Budget Summary and Forward Plan**

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

## Assests, Regeneration and Growth

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

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

**Budget Summary and Forward Plan**

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

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

## Children, Education, and Safeguarding

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Assessment, Intervntion & Planning	7,110,165	7,817,610	7,817,610
Clinical Services	979,615	987,085	1,387,085
CSC 0-25	8,146,787	8,185,467	7,885,467
Permanence Transitions & Corporate Parenting	4,124,087	4,088,557	4,088,557
Placements	17,535,120	18,143,600	17,943,600
Safeguarding, QA & Workforce Develpoment	2,653,241	2,674,120	2,674,120
Social Care Management	1,596,878	631,200	631,200
YOT, Risk and Vulnerability	726,630	737,330	477,330
<b>Customer Support Group</b>	<b>42,872,523</b>	<b>43,264,969</b>	<b>42,904,969</b>
Central Education (Commissioning)	152,255	38,505	38,505
Communications, Complaints & Business Support	1,063,390	1,079,910	1,079,910
Commissioning	1,112,943	1,116,593	1,065,823
Early Help 0-19	4,763,678	4,908,198	4,366,968
Education Skills	6,459,813	6,578,973	6,057,973
Partnership and Voice of Child	299,383	390,318	390,318
Perfromance Improvement & Customer Engagement	1,180,589	1,337,306	1,337,306
<b>Early Prevention and Prevention</b>	<b>15,032,051</b>	<b>15,449,803</b>	<b>14,336,803</b>
Education DSG	(18,118,326)	(19,166,987)	(19,166,987)
Schools Funding	1,012,131	989,606	989,606
<b>Education (DSG)</b>	<b>(17,106,195)</b>	<b>(18,177,381)</b>	<b>(18,177,381)</b>
Childrens Social Care DSG	403,150	<b>653,150</b>	653,150
Early Interven & Prevention DSG	16,703,045	<b>17,524,231</b>	17,524,231
<b>Family Services DSG</b>	<b>17,106,195</b>	<b>18,177,381</b>	<b>18,177,381</b>
Family Services Management	1,521,104	4,481,576	5,414,076
<b>Family Services Management</b>	<b>1,521,104</b>	<b>4,481,576</b>	<b>5,414,076</b>
Fleet and Transport	120,091	162,781	162,781
<b>Fleet and Transport</b>	<b>120,091</b>	<b>162,781</b>	<b>162,781</b>
<b>Children, Education, and Safeguarding</b>	<b>59,545,769</b>	<b>63,359,129</b>	<b>62,818,629</b>

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

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

## Community Leadership and Libraries

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

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

<b>Budget Summary and Forward Plan</b>					
<b>Environment Committee</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Original Budget</b>	39,056,420	41,053,704	39,853,704	38,803,704	36,403,704
<b>Virements approved in previous period</b>	1,385,284				
<b>Revised Base Budget</b>	<b>40,441,704</b>	<b>41,053,704</b>	<b>39,853,704</b>	<b>38,803,704</b>	<b>36,403,704</b>
<b>Efficiencies</b>					
Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	(400,000)	(350,000)			
<b>Efficiencies Total</b>	<b>(400,000)</b>	<b>(350,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
<b>Service Reductions Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Parks and Open Spaces Strategy review: Following specific site surveys for all green spaces in 2016, we will review and look at changes to how we maintain green spaces and who maintains them.	(150,000)				
<b>Service Redesign Total</b>	<b>(150,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
Levy payments to the North London Waste Authority: Future waste savings are reliant on; demand management projects, changes to collection services, and the success of communication campaigns. This will enable realistic lower waste tonnage projections to be made for the future and lower the quantity of waste that is actually collected.	(300,000)				
Parks and open Spaces increased productivity and reduction of overheads- Ensure full cost received from external bodies, and investigate alternative management models.	(100,000)				
Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection. Full-year effect from service changes which have been agreed by members (November 2018 Environment Committee).	(200,000)				
Savings Recovery plan: Alternative savings provision for £700k of original £900k target for changes to refuse collection. Proposed option to move to a chargeable garden waste service.		(700,000)			
<b>Reducing Demand, Promoting Independence Total</b>	<b>(600,000)</b>	<b>(700,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
Investment in 3G pitches: the Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner. The grass pitches that the Council provides for the playing of team sports are currently subject to charges for their use. Charging will continue for the new facilities.	(100,000)				
Income generation from non-statutory commercial waste services: Income generation target across a range of chargeable services for commercial waste; including, but not limited to, additional collections and the identification of new services where charging the user more (in order to offset the impact of wider budget reductions) is appropriate.	(300,000)				

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

## Environment

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Community Safety	99,070	99,070	99,070
<b>Community Safety</b>	<b>99,070</b>	<b>99,070</b>	<b>99,070</b>
Environment Management	12,739,281	12,849,521	13,361,521
<b>Environment Management</b>	<b>12,739,281</b>	<b>12,849,521</b>	<b>13,361,521</b>
Green Spaces & Leisure	1,353,251	1,323,691	873,691
<b>Green Spaces &amp; Leisure</b>	<b>1,353,251</b>	<b>1,323,691</b>	<b>873,691</b>
Guaranteed Income	(8,543,087)	(8,700,461)	(8,700,461)
Re Managed Budgets	(63,498)	(63,498)	436,502
<b>Re Managed Budgets</b>	<b>(8,606,585)</b>	<b>(8,763,959)</b>	<b>(8,263,959)</b>
Management Fee	16,638,568	17,300,903	17,300,903
<b>RE Management Fee</b>	<b>16,638,568</b>	<b>17,300,903</b>	<b>17,300,903</b>
Commercial Services Streetscene	(2,257,595)	(1,786,456)	(2,086,456)
Fleet and Transport	160,849	396,949	396,949
Ground Maintenance (Front line)	2,532,629	2,342,698	2,342,698
Management and Service Support	990,035	915,185	915,185
Street Cleansing (Front Line)	2,904,807	2,533,435	2,533,435
Street Scene Management	0	1,120,803	1,120,803
Waste (Front Line)	6,440,555	6,025,692	6,825,692
<b>Streetscene</b>	<b>10,771,280</b>	<b>11,548,306</b>	<b>12,048,306</b>
Highway Inspection/Maintenance	260,447	272,827	272,827
Parking	(537,750)	(557,750)	(557,750)
Street Lighting	6,338,858	6,669,095	5,919,095
<b>Transportation &amp; Highways</b>	<b>6,061,555</b>	<b>6,384,172</b>	<b>5,634,172</b>
<b>Environment</b>	<b>39,056,420</b>	<b>40,741,704</b>	<b>41,053,704</b>

	Original Estimate 2018/19	Current Estimate 2018/19	Original Estimate 2019/20
Capital Accounting Charges	10,849,801	10,834,471	13,264,471
Capital Financing	0	(130,000)	(130,000)
Employee Related	16,506,243	17,234,791	18,234,791
Premises Related	1,488,965	1,300,345	1,300,345
Secondary Recharges	(3,829,929)	(4,071,457)	(3,571,457)
Supplies/Services	46,597,086	48,586,832	48,498,832
Third Party Payments	1,020	1,020	1,020
Transport Related	3,267,828	3,302,390	3,302,390
<b>Expenditure</b>	<b>74,881,014</b>	<b>77,058,392</b>	<b>80,900,392</b>
Customer & Client Receipts	(34,498,641)	(34,990,735)	(38,520,735)
Government Grants	(40,628)	(40,628)	(40,628)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
<b>Income</b>	<b>(35,824,594)</b>	<b>(36,316,688)</b>	<b>(39,846,688)</b>
<b>Environment</b>	<b>39,056,420</b>	<b>40,741,704</b>	<b>41,053,704</b>

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

## Housing

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

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

**Budget Summary and Forward Plan**

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

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

## Policy & Resources

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

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

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

**Budget Summary and Forward Plan**

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

Public Health

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

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

**Budget Summary and Forward Plan**

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

# Revenue Budget 2019-2020

## Special Parking Account

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

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

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

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

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



Appendix F1- Theme Committee Capital Programme								Total Funding						
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	25,677	15,317	-	-	-	-	40,994	2,000	700	500	-	33,894	3,900	40,994
Assets, Regeneration & Growth	132,443	59,077	4,677	21,617	750	250	218,814	69,120	16,235	-	-	15,617	117,842	218,814
Children's Education, Libraries & safeguarding	26,587	47,605	165	-	-	-	74,357	53,386	8,270	1,736	-	5,099	5,866	74,357
Community Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environment	19,115	25,222	300	250	50	-	44,937	7,603	1,067	4,861	-	40	31,366	44,937
Housing	47,031	84,103	6,974	-	-	-	138,108	8,205	5,791	22,895	683	-	100,534	138,108
Policy & Resources	10,372	5,712	-	-	-	-	16,084	-	-	11,102	200	16	4,766	16,084
<b>Total - General Fund</b>	<b>261,225</b>	<b>237,036</b>	<b>12,116</b>	<b>21,867</b>	<b>800</b>	<b>250</b>	<b>533,294</b>	<b>140,314</b>	<b>32,063</b>	<b>41,094</b>	<b>883</b>	<b>54,666</b>	<b>264,274</b>	<b>533,294</b>
Housing Revenue Account	33,564	78,143	19,589	18,049	-	-	149,345	4,080	-	12,864	89,053	-	43,348	149,345
<b>Total - all services</b>	<b>294,789</b>	<b>315,179</b>	<b>31,705</b>	<b>39,916</b>	<b>800</b>	<b>250</b>	<b>682,639</b>	<b>144,394</b>	<b>32,063</b>	<b>53,958</b>	<b>89,936</b>	<b>54,666</b>	<b>307,622</b>	<b>682,639</b>

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

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

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

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

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

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

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

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

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

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

Appendix F2- Directorate Capital Programme								Total Funding						
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Health	25,677	14,617	0	0	0	0	40,294	2,000	0	500	0	33,894	3,900	40,294
Deputy Chief Executive	30,414	12,393	0	0	0	0	42,807	0	700	11,235	200	16	30,656	42,807
Education and Skills	20,241	42,415	0	0	0	0	62,656	53,386	8,270	0	0	0	1,000	62,656
Family Services	6,046	5,190	165	0	0	0	11,401	0	0	1,603	0	5,099	4,699	11,401
Housing Needs Resources	44,246	82,041	6,524	0	0	0	132,811	3,247	5,791	22,581	683	0	100,509	132,811
Parking and Infrastructure	1,517	9,322	300	250	50	0	11,439	0	0	2,010	0	0	9,429	11,439
Regional Enterprise	129,259	67,994	5,127	21,617	750	250	224,997	81,074	16,860	1,022	0	15,657	110,384	224,997
Street Scene	3,825	3,064	0	0	0	0	6,889	607	442	2,143	0	0	3,697	6,889
<b>Total - General Fund</b>	<b>261,225</b>	<b>237,036</b>	<b>12,116</b>	<b>21,867</b>	<b>800</b>	<b>250</b>	<b>533,294</b>	<b>140,314</b>	<b>32,063</b>	<b>41,094</b>	<b>883</b>	<b>54,666</b>	<b>264,274</b>	<b>533,294</b>
Housing Revenue Account	33,564	78,143	19,589	18,049	0	0	149,345	4,080	0	12,864	89,053	0	43,348	149,345
<b>Total - all services</b>	<b>294,789</b>	<b>315,179</b>	<b>31,705</b>	<b>39,916</b>	<b>800</b>	<b>250</b>	<b>682,639</b>	<b>144,394</b>	<b>32,063</b>	<b>53,958</b>	<b>89,936</b>	<b>54,666</b>	<b>307,622</b>	<b>682,639</b>

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

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

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

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

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

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

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

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

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

Streetscene	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total	TOTAL CAPITAL FUNDING						
								Grants	S106	Capital Receipts	RCCO/ MRA	CIL	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Old Court House - public toilets	40						40		40					40
Parks & Open Spaces and Tree Planting	61						61	54		7				61
Park Infrastructure	140	325					465	63	402					465
Victoria Park Infrastructure	75	536					611			611				611
Data Works Management system	432						432			432				432
Parks Equipment	101	100					201			193			8	201
Waste	220						220						220	220
Weekly Collection Support Scheme	442						442	442						442
Vehicle purchase	897	1,770					2,667	40		900			1,727	2,667
Street cleansing and greenspaces - vehicles and equipment	1,050						1,050	8					1,042	1,050
Green spaces development project	367	333					700						700	700
	<b>3,825</b>	<b>3,064</b>					<b>6,889</b>	<b>607</b>	<b>442</b>	<b>2,143</b>			<b>3,697</b>	<b>6,889</b>

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

### Housing Revenue Account (HRA)

#### HRA business plan

#### 1. HRA Business Plan Overview

- 1.1 Following the introduction of self – financing for Housing Revenue Accounts in April 2012, the council developed an HRA business plan which sets out priorities for investment in council housing in the borough.
- 1.2 The HRA settlement meant that the council will benefit from reduced HRA expenditure, as the cost of servicing the HRA debt figure is lower than the amount that was being paid to treasury in the form of negative subsidy.
- 1.3 In addition, the settlement provided the council with the opportunity to borrow as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement, with the latter used to determine the debt cap. However, in October 2018, the government removed the debt cap and the HRA is now subject to the same prudential borrowing rules as the General Fund. The removal of the debt cap provides an opportunity to increase the supply of affordable homes in the borough as it means that the council can borrow more to support the acquisition or building of new homes.
- 1.4 The current HRA business plan takes account of a number of national policies that impact on the HRA, including:
  - **Rents policy** – social housing rents will reduce by 1% per annum for 4 years from 2016 and will increase up to the Consumer Prices Index (CPI) plus 1% for five years from April 2020. The government has recently consulted on its' proposals for social housing rents and the outcome of this is expected in due course.
  - **Right to Buy** – sales increased following the enhancement of the Right to Buy scheme for council tenants
  - **Welfare Reform** – the implementation of Universal Credit may result in an increase in bad debt.

#### 2. HRA Priorities

- 2.1 The following priorities have been identified in the HRA business plan:
  - Maintaining the quality of the existing supply of council housing
  - Investment in the delivery of new affordable homes to rent
  - Increasing the supply of housing to help tackle homelessness
  - Investment in new homes for vulnerable people, including wheelchair users and older people
  - Efficient and effective housing services

### 3. Investment Plan

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

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

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

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

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

**Appendix H:  
Adults Fees and Charges 2019/20**

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/18	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
	Residential and Nursing Care (1) *		Standard Charge persons aged 60+		£138.10	£142.35	£ 4.25	3.08%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
			Standard Charge persons aged 25-59		£81.75	£82.75	£ 1.00	1.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
			Standard Charge persons aged 18-25		£66.55	£67.55	£ 1.00	1.50%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
	Respite Care (All client groups) (2)		Residential Respite (per week)		£101.05	£104.30	£ 3.25	3.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
	Other Community Support Services (4) ** Assessed in accordance with charging policy for community based services				Up to full cost					
	Clients' access to files		Statutory charge		£ 15.00	£15.00	£ -	0.00%		
	Charges for arranging care for people above capital/savings threshold		Standard hourly brokerage charge		£ 22.93	£23.62	£ 0.69	3.01%		

Adults Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/18	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
			Standard hourly administrative charge		£ 14.31	£14.74	£ 0.43	3.00%		
	Charges for Universal Deferred Payments		Standard hourly administrative and processing charge		£ 18.27	£18.82	£ 0.55	3.01%	The interest rate for deferred payments was set at 1% from 1 April 2016. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer.	
			Standard legal hourly charge		£ 52.29	£52.29	£ -	0.00%		
			Non- standard legal hourly charge e.g debt recovery		£ 71.59	£71.59	£ -	0.00%		
			Land Registry Fees		£ 26.00	£26.00	£ -	0.00%		
			Property Valuation Fees		£ 250.00	£ 250.00	£ -	0.00%		

Assurance Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Governance	Schools Admissions	Governance	Cost per Appeal	per appeal	£ -		£ -	0.00%	Buy in service for school appeals to be deleted	
Governance		Governance	Cost per Appeal - appeal hearings with five or more per day	per appeal	£ 153.00	£ 153.00	£ -	0.00%		
Governance		Governance	Cost per withdrawn/cancelled Appeal - appeal outside of 10 workings days. Full fees apply inside this time period	per appeal	£ 58.14	£ 58.14	£ -	0.00%		
Electoral Services	Full Electoral Register	Electoral Services	Purchase Full Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. only available to recipients named in legislation (e.g. registered political parties, credit reference agencies)	per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof				
				per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof				
Electoral Services	Open' Electoral Register	Electoral Services	Purchase 'Open' Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. excludes electors that have 'opted-out of the Open Register' and may be purchased by anybody	per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof				
				per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof				
Electoral Services	Marked Copy' of Electoral Register	Electoral Services	Purchase 'Marked Copy' of Electoral Register (by: Polling District, Ward or Borough) following an election Statutory Charges set in legislation. only available to recipients named in legislation (e.g. registered political parties, election candidates etc)	per 1000 electors or part thereof	Paper Copy: £10 + £2 per 1000 electors or part thereof	Paper Copy: £10 + £2 per 1000 electors or part thereof				
				per 1000 electors or part thereof	Data Copy: £10 + £1 per 1000 electors or part thereof	Data Copy: £10 + £1 per 1000 electors or part thereof				

Assurance Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Electoral Services	Letter of Residence	Electoral Services	Purchase 'Letter of Residence' registered electors can purchase this as proof of their entry on register Discretionary Charge	Per letter	Current Year £19.50	Current Year £19.50				
Electoral Services		Electoral Services	2 - 5 Years £24.50	Per letter	2 - 5 Years £24.50	2 - 5 Years £24.50				
Electoral Services		Electoral Services	Over 5 Years £29.50	Per letter	Over 5 Years £29.50	Over 5 Years £29.50				

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

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Mon-Fri full day	13hrs (8am to 9pm)	£ 600.00	£ 600.00	£ -	0.00%		
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Saturday full day	13hrs (8am to 9pm)	£ 750.00	£ 750.00	£ -	0.00%		
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Sunday full day	13hrs (8am to 9pm)	£ 900.00	£ 900.00	£ -	0.00%		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Mon-Fri full day	13hrs (8am to 9pm)	£ 450.00	£ 450.00	£ -	0.00%		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Saturday full day	13hrs (8am to 9pm)	£ 600.00	£ 600.00	£ -	0.00%		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Sunday full day	13hrs (8am to 9pm)	£ 750.00	£ 750.00	£ -	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Mon-Fri full day	13hrs (8am to 9pm)	£ 250.00	£ 250.00	£ -	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Saturday full day	13hrs (8am to 9pm)	£ 300.00	£ 300.00	£ -	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Sunday full day	13hrs (8am to 9pm)	£ 350.00	£ 350.00	£ -	0.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Mon-Fri full day	6.5 hrs (8am to 9pm)	£ 300.00	£ 300.00	£ -	0.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Saturday full day	6.5 hrs (8am to 9pm)	£ 375.00	£ 375.00	£ -	0.00%		

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

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Sunday full day	6.5 hrs (8am to 9pm)	£ 450.00	£ 450.00	£ -	0.00%		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Mon-Fri full day	6.5 hrs (8am to 9pm)	£ 225.00	£ 225.00	£ -	0.00%		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Saturday full day	6.5 hrs (8am to 9pm)	£ 300.00	£ 300.00	£ -	0.00%		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Sunday full day	6.5 hrs (8am to 9pm)	£ 375.00	£ 375.00	£ -	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Mon-Fri full day	6.5 hrs (8am to 9pm)	£ 125.00	£ 125.00	£ -	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Saturday full day	6.5 hrs (8am to 9pm)	£ 150.00	£ 150.00	£ -	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Sunday full day	6.5 hrs (8am to 9pm)	£ 175.00	£ 175.00	£ -	0.00%		

Private Sector Housing Fees and Charges 2019/20

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

Private Sector Housing Fees and Charges 2019/20

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

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Licence Fee	Environmental Health	HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	£612 made up of Fee1- £409 Fee 2- £203	£612 made up of Fee1- £409 Fee 2- £203			2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	£ 26.00	£ 26.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Licence Fee	Environmental Health	Fee associated with an abortive visit	Per HMO	£ 75.00	£ 75.00	£ -	0.00%		
Re	Licence Fee	Environmental Health	Change in Licence holder	Per request	As per new application	As per new application				
Re	Licence Fee	Environmental Health	Recovery fee for dishonoured cheque	Each	£ 52.00	£ 52.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Housing Act</b>										
Re	Private Sector Housing Fees	Environmental Health	Waiver of fee for notices i.e. Improvement Notice , Suspended Improvement Order, Prohibition Order, Emergency Prohibition Order, Suspended Prohibition Order, Emergency Remedial Action excluding the cost of all /any works completed/certificates obtained.	Each	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.			No change	
Re	Private Sector Housing Fees	Environmental Health	Service of an Improvement Notice	Each	£ 491.00	£ 491.00	£ -	0.00%	2019/20 to be subject to future DRP	

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Improvement Notice	Each	£ 491.00	£ 491.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of a Prohibition Order	Each	£ 420.00	£ 420.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Prohibition Order	Each	£ 420.00	£ 420.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of an Emergency Prohibition Order	Each	£ 420.00	£ 420.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Service of a Demolition Order	Each	Cost of administration and works.	Cost of administration and works.				
Re	Private Sector Housing Fees	Environmental Health	Taking Emergency Remedial Action	Each	£421 plus the cost of work	£421 plus the cost of work			2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if electrical certificate is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if a gas certificate is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if legal advice is obtained e.g. to interpret leasehold/freehold responsibilities	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if a structural engineers report is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Copying grant files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.			2019/20 to be subject to future DRP	
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Prohibition Order	Each	315.56	315.56	£ -	0.00%		
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Improvement Notice	Each	313.10	313.10	£ -	0.00%		
Re	Private Sector Housing Fees	Environmental Health	Hazard Awareness Notice	Each	288.44	288.44	£ -	0.00%		
Re	Private Sector Housing Fees	Environmental Health	Copying enforcement files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.			2019/20 to be subject to future DRP	
<b>Completion of Works</b>										
Re	Private Sector Housing Fees	Environmental Health	To carry out work(s) in default of a notice recipient		All costs to be recorded on an hourly rate up to £86.50 from non compliance visit and charged accordingly	All costs to be recorded on an hourly rate up to £86.5 from non compliance visit and charged accordingly			2019/20 to be subject to future DRP	

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Empty Property Agency Service		Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £165	Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £165				
Re	Private Sector Housing Fees	Environmental Health	Voluntary Works In Default Service		Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £165	Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £165			Service to be paid for in full on completion unless the applicant has proven significant financial difficulties.	

Private Sector Housing Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Home Improvement Agency</b>										
Re	Private Sector Housing Fees	Environmental Health	Full Home Improvement Agency service		Up to 17.5% of the cost of the building works, or up to 15% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £160	Up to 17.5% of the cost of the building works, or up to 15% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £160			Full service would include obtaining planning permission, building control approval, seeking tenders for work, design of the scheme and supervision of the building work	
Re	Private Sector Housing Fees	Environmental Health	Assisted grant process		Up to 12.5% of the cost of the building work. Minimum fee £160	Up to 12.5% of the cost of the building work. Minimum fee £160			Assisted grant process would include obtaining estimates for work, arranging for contractors to complete the work, inspection of work on completion, snagging if necessary	
Re	Private Sector Housing Fees	Environmental Health	Enquiry including historical data multiple addresses	Each	112.00	112.00	£ -	0.00%	2019/20 to be subject to future DRP	

Private Sector Housing Fees and Charges 2019/20

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

Births, Deaths and Marriages Fees 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Certificates from archived registers		Standard Birth, Death, Marriage and civil partnership certificate	per certificate	£ 15.00	£ 15.00	£ -	0.00%	Statutory Cert £10 Discretionary Admin charge £5	
			Short Birth Certificate	per certificate	£ 15.00	£ 15.00	£ -	0.00%	Statutory Cert £10 Discretionary Admin charge £5	
			Priority service certificate - same day	per certificate	£ 20.00	£ 20.00	£ -	0.00%		
			Standard Birth Death Marriage or Civil Partnership certificates (at registration)	per certificate	£ 4.00	£ 4.00	£ -	0.00%		
			Standard Birth Death Marriage or Civil Partnership certificates (after registration)	per certificate	£ 7.00	£ 7.00	£ -	0.00%		
	Notice of marriage and civil partnership		British and EU national	Per notice	£ 35.00	£ 35.00	£ -	0.00%		
			If referred for immigration purposes	Per notice	£ 47.00	£ 47.00	£ -	0.00%		
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Heritage Room	Administration fee for change of date or time	Per Ceremony	£ 20.00	£ 20.85	£ 0.85	4.25%	Discretionary Fee	
			Mondays to Thursdays (before 4pm)	Per Ceremony	£ 150.00	£ 165.00	£ 15.00	10.00%	Discretionary fee	Increased in line with cost recovery
			Friday (before 4pm)	Per Ceremony	£ 175.00	£ 195.00	£ 20.00	11.43%	Discretionary fee	Increased in line with cost recovery
			Saturday (before 4pm)	Per Ceremony	£ 250.00	£ 280.00	£ 30.00	12.00%	Discretionary fee	Increased in line with cost recovery
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£ 325.00	£ 359.00	£ 34.00	10.46%	Discretionary fee	Increased in line with cost recovery
			Special Offer (last Sunday of the month)	Per Ceremony	£ -	£ -	£ -			

Births, Deaths and Marriages Fees 2019/20

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

Births, Deaths and Marriages Fees 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Marriage, Renewal of Vows, Civil Partnership and Baby Naming Ceremonies at an approved premise in the London Borough of Barnet		Non-refundable booking fee	Per Ceremony	£ 50.00	£ 51.75	£ 1.75	3.50%		
			Wedding in a registered building (e.g. church)	Per Ceremony	£ 88.00	£ 88.00	£ -	0.00%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (before 4pm)	Per Ceremony	£ 320.00	£ 366.00	£ 46.00	14.38%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (before 4pm)	Per Ceremony	£ 350.00	£ 400.00	£ 50.00	14.29%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (before 4pm)	Per Ceremony	£ 450.00	£ 497.00	£ 47.00	10.44%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (after 4pm)	Per Ceremony	£ 400.00	£ 447.00	£ 47.00	11.75%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (after 4pm)	Per Ceremony	£ 500.00	£ 547.00	£ 47.00	9.40%		
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (after 4pm)	Per Ceremony	£ 600.00	£ 657.00	£ 57.00	9.50%		

Births, Deaths and Marriages Fees 2019/20

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

Parking Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P1	Surrendered Vehicle Disposal		End of Life Surrender and disposal	Annual	£60.00	£60.00	£0.00	0.00%		
P2	Motor Cycle (Moped) Permit		Annual for up to 4 Motor Cycles	Annual	£350.00	£350.00	£0.00	0.00%		
P3	Schools Permit		Annual	Annual	£190.00	£190.00	£0.00	0.00%		
P4	Resident Car Park Permit		Resident only bays in off street car parks	Annual	£200.00	£200.00	£0.00	0.00%		
P5	Business		Specific vehicle	Weekly	£26.00	£26.00	£0.00	0.00%	Being reviewed separately.	
P6	Business		Specific vehicle	Monthly	£73.50	£73.50	£0.00	0.00%	Being reviewed separately.	
P7	Business		Specific vehicle	Annual	£525.00	£525.00	£0.00	0.00%	Being reviewed separately.	
P8	Business		Any vehicle	Annual	£840.00	£840.00	£0.00	0.00%	Being reviewed separately.	
P9	Visitor Vouchers		All controlled parking zones, except Event Day, visitor vouchers. Sold in batches of 4 visitor vouchers, minimum purchase is 12 vouchers with a maximum per household of 200 in any 12 month period.	12 Month Period	£1.10 each	£1.10 each	£0.00	0.00%	Being reviewed separately.	
P10	Visitor Vouchers		Event Day controlled parking zone visitor vouchers with a maximum per household or workplace of 88 in any 12 month period.	12 Month Period	Included in Saracens Agreement	Included in Saracens Agreement	£0.00	0.00%		
P11	Doctors		Doctors	Annual	£200.00	£200.00	£0.00	0.00%	Being reviewed separately.	
P12	Builders		Specific vehicle	Monthly	£38.00	£38.00	£0.00	0.00%	Being reviewed separately.	
P13	Builders		Specific vehicle	Annual	£310.00	£310.00	£0.00	0.00%	Being reviewed separately.	
P14	Builders		Any vehicle	Monthly	£76.00	£76.00	£0.00	0.00%	Being reviewed separately.	

Parking Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P15	Builders		Any vehicle	Annual	£620.00	£620.00	£0.00	0.00%	Being reviewed separately.	
P16	Carers		Annual	Annual	Free	Free	£0.00	0.00%		
P17	Emergency Services and Hatzola		Specific restrictions		Free	Free	£0.00	0.00%		
P18	Essential Service Vouchers		Full-day essential service vouchers		£2.50 per voucher	£2.50 per voucher	£0.00	0.00%		
P19	Members		Member annual		Free	Free	£0.00	0.00%		
P20	Admin Fee		Amendments to exiting permit		No Charge	No Charge	£0.00	0.00%		
P21	Admin Fee		Permit refunds		No Charge	No Charge	£0.00	0.00%		
P22	Bay Suspensions		One Bay Suspension for One Day	One Day	£130 Application Fee plus £20 per day per bay for Resident Bays and £30 per day per bay for Pay and Display Bays.	£130 Application Fee plus £20 per day per bay for Resident Bays and £30 per day per bay for Pay and Display Bays.	£0.00	0.00%	Being reviewed separately.	
P23	Temporary Permit 3 Month		Resident Permit for 3 Months	3 Months	£252.00	£252.00	£0.00	0.00%	Being reviewed separately.	
P24	Restricted Car Park Permit		Restricted Off Street Location Annual Car Park Permit	Annual	£350.00	£350.00	£0.00	0.00%	Being reviewed separately.	
P25	Temporary Permit 1 Week		Resident Permit for 1 Week	1 Week	£100.00	£100.00	£0.00	0.00%	Being reviewed separately.	
P26	Temporary Permit 1 Month		Resident Permit for 1 Month	1 Month	£160.00	£160.00	£0.00	0.00%	Being reviewed separately.	
P27	Resident Permit		<b>Band 1 - Green Annual Permit:</b> For vehicles with emissions range (G/km CO2) <= 110	Annual	£15.00	£15.00	£0.00	0.00%	Being reviewed separately.	
P28	Resident Permit		<b>Band 2 - Lower Band Emissions Annual Permit:</b> For vehicles with emissions range (G/km CO2) 111 to 130	Annual	£50.00	£50.00	£0.00	0.00%	Being reviewed separately.	

Parking Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P29	Resident Permit		<b>Band 3 - Low (Top Tier) Band Emissions Annual Permit:</b> For vehicles with emissions range (G/km CO2) 131 to 150	Annual	£55.00	£55.00	£0.00	0.00%	Being reviewed separately.	
P30	Resident Permit		<b>Band 4 - Middle Band Emissions Annual Permit:</b> - For vehicles with emissions range (G/km CO2) 151 - 200	Annual	£65.00	£65.00	£0.00	0.00%	Being reviewed separately.	
P31	Resident Permit		<b>Band 5 - High Band Emissions Annual Permit:</b> - For vehicles with emissions range (G/km CO2) 201 and above	Annual	£115.00	£115.00	£0.00	0.00%	Being reviewed separately.	
P32	Resident Permit Surcharge		2, 3 or 4th vehicle	Annual	£15.00	£15.00	£0.00	0.00%	Being reviewed separately.	
P33	Diesel Surcharge		Annual	Annual	£10.00	£10.00	£0.00	0.00%	Being reviewed separately.	
P34	On Street Parking Charges		Payment to Park		As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order	£0.00	0.00%	Being reviewed separately.	
P35	Off Street Parking Charges		Payment to Park		As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order	£0.00	0.00%	Being reviewed separately.	
P36	Car Club Permits		To allow car club permit vehicles to park within the borough	Annual	£1,260.00	£1,260.00	£0.00	0.00%		

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
<b>Food, Health &amp; Safety</b>										
Re	EH1 Food, Health and Safety Environmental Health	Environmental Health	Level 2 Award in Food Safety - Per person	Per person	£ 70.00	£ 70.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH2 Food, Health and Safety Environmental health	Environmental Health	Level 3 Award in Food Safety - Supervising food safety in catering,	Per person	£ 350.00	£ 350.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH3 Food, Health and Safety Environmental health	Environmental Health	Level 3 Award in Food Safety - Supervising food safety in catering, - Block bookings by organisations	Per session	Price on application	Price on application			We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £350 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH5 Food, Health and Safety Environmental health	Environmental Health	Level 1 Award in Food Safety	Per person	£ 49.00	£ 49.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH6 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Council Services	Per person	£ 60.00	£ 60.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH7 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - examination resit	Per person	£ 33.00	£ 33.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH8 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Refresher - Per person	Per person	£ 54.00	£ 54.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH9 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Group Courses - Block Bookings)	Per session	Price on application	Price on application			We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £70 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH10 Food, Health and Safety Environmental health	Environmental Health	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)	Per person/session as applicable	30% of course fee	30% of course fee	£ -	0.00%	There is an admin cost to booking and arranging refunds etc.	
Re	EH11 Food, Health and Safety Environmental health	Environmental Health	Food Allergen training	Per person	£ 25.00	£ 25.00	£ -	0.00%	2019/20 to be subject to future DRP	

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH12 Food, Health and Safety Environmental health	Environmental Health	Level 1 Award in Food Safety - block bookings	per course	Price on application	Price on application			We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £49 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH13 Food, Health and Safety Environmental health	Environmental Health	Food Allergen training courses - block bookings	per course	Price on application	Price on application			We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £25 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH14 Food, Health and Safety Environmental health	Environmental Health	Sampling of Private Water Supplies (Private Water Supplies Regulations 1991)	Per sample	Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums		variable, could be over 5% or less than 2017/18 charge.	Change in Regulations, which prescribe the maximum charges differently.	Charge will be cost recovery up to statutory maximum set out in the Regulations.
Re	EH15 Food, Health and Safety Environmental health	Environmental Health	Requested Food Hygiene Rating Scheme Re-rating Inspection	Per inspection	£ 190.00	£ 190.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH16 Food, Health and Safety Environmental health	Environmental Health	Safer Food Better Business (SFBB) Pack (Sent by post)	Each	£ 18.50	£ 18.50	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH17 Food, Health and Safety Environmental health	Environmental Health	Safer Food Better Business (SFBB) Pack (Collected )	Each	£ 15.00	£ 15.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH18 Food, Health and Safety Environmental health	Environmental Health	Unsound Food (Business and Commercial premises) - collection and disposal	Per seizure/ voluntary surrender	Actual cost of disposal + 30% transport and admin fee	Actual cost of disposal + 30% transport and admin fee			Normally taken to Edmonton incinerator where there is a fixed minimum fee	

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH19 Food, Health and Safety Environmental health	Environmental Health	Food Export Certificates	Per certificate	Actual cost of officer time at officer hourly rate (minimum 1 hour)	Actual cost of officer time at officer hourly rate (minimum 1 hour)			Exporters occasionally request food inspection and certification to enable export to none EU countries. Price structure reflects true cost.	
Re	EH20 Food, Health and Safety Environmental health	Environmental Health	Expenses arising from additional official controls	Hourly rate	Actual cost of officer time at officer hourly rate (minimum 1 hour)	Actual cost of officer time at officer hourly rate (minimum 1 hour)			Charges for additional official controls arising from non-compliance	
Re	EH21 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Per person	£ 70.00	£ 70.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH22 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Registered Charities	£ 70.00	£ 70.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH23 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Council Services	£ 60.00	£ 60.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH24 Food, Health and Safety Environmental health	Environmental Health	Level 2 Certificate in Health and Safety Group Courses - Block Bookings	Per session	Price on application	Price on application			We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £70 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH25 Food, Health and Safety Environmental health	Environmental Health	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)		30% of course fee	30% of course fee	£ -	0.00%	There is an admin cost to booking and arranging refunds etc.	
<b>Environmental Health</b>										
Re	EH26 Environmental Health Noise Act 1996	Environmental Health	Seizure, removal and storage of seized equipment		£ 169.95	£ 169.95	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH27 Environmental Health Contaminated Land Enquiries	Environmental Health	Contaminated Land Enquiries - Basic Enquiry	Each	£ 48.93	£ 48.93	£ -	0.00%	2019/20 to be subject to future DRP	

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH28 Environmental Health Contaminated Land Enquiries	Environmental Health	Enquiry including historical data multiple addresses	Each	£ 110.21	£ 110.21	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH29 Environmental Health Pest Control	Environmental Health	Rats	Per treatment	£ 118.67	£ 118.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH30 Environmental Health Pest Control	Environmental Health	Mice	Per treatment	£ 118.67	£ 118.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH31 Environmental Health Pest Control	Environmental Health	Cockroaches	Per treatment	£ 117.00	£ 117.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH32 Environmental Health Pest Control	Environmental Health	Bed Bugs for a 2 bedroom property	Per treatment	£ 182.50	£ 182.50	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH33 Environmental Health Pest Control	Environmental Health	Bed Bugs (per additional bedroom)	Per treatment	£ 41.00	£ 41.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH34 Environmental Health Pest Control	Environmental Health	Fleas	Per treatment	£ 114.17	£ 114.17	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH35 Environmental Health Pest Control	Environmental Health	Exotic Ants	Per treatment	£ 151.67	£ 151.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH36 Environmental Health Pest Control	Environmental Health	Wasps	Per treatment	£ 56.67	£ 56.67	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH37 Environmental Health Pest Control	Environmental Health	Domestic crawling insects (Carpet beetles, larder beetles, etc.)	Per treatment	£ 114.17	£ 114.17	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH38 Environmental Health Pest Control	Environmental Health	Garden Ants	Per treatment	£ 114.17	£ 114.17	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH39 Environmental Health Pest Control	Environmental Health	Site pest assessment (where treatment not requested)	Per visit	£ 25.00	£ 25.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH40 Environmental Health Pest Control	Environmental Health	Call out fee for advice (refundable against the full cost of treatment)	Per visit	£ 25.00	£ 25.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH41 Environmental Health Pest Control	Environmental Health	Discount for Barnet residents (homeowners) receiving Means Tested Benefits	Per treatment	35% off list price	35% off list price			Only applies to pests of public health significance - rats, mice, fleas, wasps, bed bugs, pharaoh ants and cockroaches.	
Re	EH42 Environmental Health Pest Control	Environmental Health	Commercial Premises and monitoring contracts	Per annual contract	Price on application	Price on application			Price dependent on customers' needs, cost of time and materials and Re business case.	
Re	EH43 Environmental Health Pest Control	Environmental Health	Discounted charges on any pest control treatment when booked concurrently for more than one premises	Per block treatment	Price on application (based on reduction by callout fee of £25 per property, after initial treatment)	Price on application (based on reduction by callout fee of £25 per property, after initial treatment)			We aim to offer a more tailored block treatment service to a broader range of customers including, managing agents and resident or business syndicates. Where owners of adjacent premises book together we can offer reductions in charges linked to reduced costs, eg travel time.	
<b>Pollution Prevention and Control Act 1999</b>										
Re	EH44 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Standard	Each	£ 1,650.00	£ 1,650.00	£ -	0.00%	DEFRA fee change	

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH45 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Reduced fee	Each	£ 155.00	£ 155.00	£ -	0.00%	DEFRA fee change	
Re	EH46 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Petrol vapour I&II	Each	£ 257.00	£ 257.00	£ -	0.00%	DEFRA fee change	
Re	EH47 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Vehicle refinishers	Each	£ 362.00	£ 362.00	£ -	0.00%	DEFRA fee change	
Re	EH48 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Mobile screening and crushing plant for 1st and 2nd permits	1st & 2nd applications	£1,650 (£985 3rd to 7th, £485 subsequent applications)	£1,650 (£985 3rd to 7th, £485 subsequent applications)			DEFRA fee change	
Re	EH49 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Fee operating without a permit	Each	£ 1,188.00	£ 1,188.00	£ -	0.00%	DEFRA fee change	
Re	EH50 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Late payment fee	Each	£ 52.00	£ 52.00	£ -	0.00%	DEFRA fee change	
Re	EH51 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Annual subsistence charge		Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747			DEFRA fee change	
Re	EH52 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Standard	Each	Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747			DEFRA fee change	
Re	EH53 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Reduced fee	Each	Low = £79 / Medium = £158 / High = £237	Low = £79 / Medium = £158 / High = £237			DEFRA fee change	
Re	EH54 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Petrol vapour I&II	Each	Low = £113 / Medium = £226 / High = £341	Low = £113 / Medium = £226 / High = £341			DEFRA fee change	
Re	EH55 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Vehicle refinishers	Each	Low = £228 / Medium = £365 / High = £548	Low = £228 / Medium = £365 / High = £548			DEFRA fee change	

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

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

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	EH80 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	New licence	Each	£ 444.00	£ 444.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH81 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	Renewal licence	Each	£ 400.00	£ 400.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH82 Environmental Health Transfer and Variation Fee	Environmental Health	Band A	Each	£ 62.00	£ 62.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH83 Environmental Health Transfer and Variation Fee	Environmental Health	Band B	Each	£ 79.00	£ 79.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH84 Environmental Health Transfer and Variation Fee	Environmental Health	Band C	Each	£ 96.00	£ 96.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH85 Environmental Health Transfer and Variation Fee	Environmental Health	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	£ 73.00	£ 73.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	EH86 Environmental Health Transfer and Variation Fee	Environmental Health	Administration fee on all aborted licence applications	Each	11% of licence fee	11% of licence fee				
Re	EH87 Environmental Health General Consultancy Fees	Environmental Health	Specialist Environmental Health Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120			Actual charge at hourly rate for officer undertaking work, up to the maximum.	
Re	EH88 Environmental Health General Consultancy Fees	Environmental Health	Specialist Environmental Health Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £600 plus expenses			Actual charge at daily rate for officer undertaking work, up to the maximum.	
Re	EH89 Environmental Health Primary Authority Services	Environmental Health	Annual fee per subject area	Per annum	Up to £750 per area of regulation	Up to £750 per area of regulation			Fee as agreed with individual company to cover routine primary authority work up to a specified level after which additional work is charged at an hourly rate per below. s.31 of the Regulatory Enforcement and Sanctions Act 2008 allows the Council to charge such fees as it considers to be the costs reasonably incurred.	
Re	EH90 Environmental Health Primary Authority Services	Environmental Health	Primary authority work	Per hour	Up to £58 per hour	Up to £58 per hour			Actual charge at hourly rate for officer undertaking work, up to the maximum.	
<b>Cemetery &amp; Crematorium</b>										
<b>Grave purchase for Non-LBB Residents:</b>										
Re	C&C1 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3'6") grave pre-purchase only - Non LBB Residents	Each	£ 15,100.00	£ 15,100.00	£ -	0.00%	2019/20 to be subject to future DRP	

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C2 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3' 6") for immediate use - Non LBB Residents	Each	£ 9,500.00	£ 9,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C3 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2'6") grave pre-purchase only - Non LBB Residents	Each	£ 8,000.00	£ 8,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C4 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2' 6") for immediate use - Non LBB Residents	Each	£ 5,050.00	£ 5,050.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C5 Cemetery & Crematorium	Cem and Crem	Burial Vault	Each		£ 18,000.00	£ 18,000.00		The cost of the burial vault is a maximum fee (plus the interment fee)	New fee. Art 15 Local Authorities Cemeteries Order 1977
<b>Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.</b>										
Re	C&C6 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	£ 6,900.00	£ 6,900.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C7 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3' 6") half grave for immediate use - Non LBB Residents	Each	£ 4,300.00	£ 4,300.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C8 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - Non LBB Residents	Each	£ 3,350.00	£ 3,350.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C9 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") half grave for immediate use - Non LBB Residents	Each	£ 2,100.00	£ 2,100.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Grave purchase for LBB Residents:</b>										
Re	C&C10 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3' 6") - grave pre-purchase only - LBB Residents	Each	£ 7,000.00	£ 7,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C11 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3' 6") for immediate use - LBB Residents	Each	£ 5,000.00	£ 5,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C12 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2' 6") grave pre-purchase only - LBB Residents	Each	£ 3,500.00	£ 3,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C13 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (6'6" x 2' 6") for immediate use - LBB Residents	Each	£ 2,500.00	£ 2,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C14 Cemetery & Crematorium	Cem and Crem	Burial Vault	Each		£ 12,000.00	£ 12,000.00		The cost of the burial vault is a maximum fee (plus the interment fee)	New fee. Art 15 Local Authorities Cemeteries Order 1977
<b>Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.</b>										
Re	C&C15 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	£ 3,500.00	£ 3,500.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C16 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	£ 2,500.00	£ 2,500.00	£ -	0.00%	2019/20 to be subject to future DRP	

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C17 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	£ 1,740.00	£ 1,740.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C18 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	£ 1,240.00	£ 1,240.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Mausoleums (Single price for LBB residents and non-residents)</b>										
Re	C&C19 Cemetery & Crematorium	Cem and Crem	Mausoleum pre-purchase	Each	£ 22,000.00	£ 22,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C20 Cemetery & Crematorium	Cem and Crem	Mausoleum space for immediate use	Each	£ 16,000.00	£ 16,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C21 Cemetery & Crematorium	Cem and Crem	Construction of Mausoleum	Each	£ 12,800.00	£ 12,800.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C22 Cemetery & Crematorium	Cem and Crem	Community Mausoleum	Each	£ 10,000.00	£ 10,000.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>Interments (Single price for LBB Residents and non-Residents)</b>										
Re	C&C23 Cemetery & Crematorium	Cem and Crem	Interment - Persons over 16 years of age (single depth)	Each	£ 850.00	£ 850.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C24 Cemetery & Crematorium	Cem and Crem	Interment - pre-dug grave	Each	£ 625.00	£ 625.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C25 Cemetery & Crematorium	Cem and Crem	Interment - Children under 16 years of age including those still born (single depth)	Each	£ 490.00	£ 490.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C26 Cemetery & Crematorium	Cem and Crem	Interment - Additional charge for each additional coffin depth (up to maximum of 4)	Each	£ 250.00	£ 250.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C27 Cemetery & Crematorium	Cem and Crem	Burial of Ashes into a private grave at minimum depth without movement of memorial/landing (see separate change for removal of memorial)	Each	£ 445.00	£ 445.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C28 Cemetery & Crematorium	Cem and Crem	Public interment - Persons over 16 years of age	Each	£ 515.00	£ 515.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C29 Cemetery & Crematorium	Cem and Crem	Public interment - Children under 16 years of age	Each	£ 175.00	£ 175.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C30 Cemetery & Crematorium	Cem and Crem	Public interment - Stillborn children	Each	£ 115.00	£ 115.00	£ -	0.00%	2019/20 to be subject to future DRP	
<b>General Burial Fees</b>										
Re	C&C31 Cemetery & Crematorium	Cem and Crem	Exhumation of Deceased	Each	£ 1,360.00	£ 1,360.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C32 Cemetery & Crematorium	Cem and Crem	Removal and/or replacing of memorials (all parts of the cemetery) kerbs and landing upto 4ft 6	Each	£ 280.00	£ 280.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C33 Cemetery & Crematorium	Cem and Crem	Removal and/or replacing of memorials (all parts of the cemetery) over 4ft 6	Each	Price on application	Price on application			2019/20 to be subject to future DRP	
Re	C&C34 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or Bank Holiday Burial.	Each	£ 240.00	£ 240.00	£ -	0.00%	2019/20 to be subject to future DRP	

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C35 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	£ 125.00	£ 125.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C36 Cemetery & Crematorium	Cem and Crem	Shroud Burials	Each	£ 210.00	£ 210.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C37 Cemetery & Crematorium	Cem and Crem	Casket Burial	Each	£ 290.00	£ 290.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C38 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	£ 24.00	£ 24.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C39 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	£ 92.00	£ 92.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C40 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	£ 47.00	£ 47.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C41 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	£ 167.00	£ 167.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C42 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	£ 136.00	£ 136.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C43 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	£ 90.00	£ 90.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C44 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	£ 79.00	£ 79.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C45 Cemetery & Crematorium	Cem and Crem	Washing of Half size Kerb and Landing and Headstone only	Each	£ 63.00	£ 63.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C46 Cemetery & Crematorium	Cem and Crem	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	£ 105.00	£ 105.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C47 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Half Size kerb and Landing	Each	£ 78.00	£ 78.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C48 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Full size Kerb and Landing	Each	£ 105.00	£ 105.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	C&C49 Cemetery & Crematorium	Cem and Crem	Memorial Seat, 6ft, inclusive of plaque up to 60 letters maximum inscription, (no on-going care) for placement on a pre-owned grave subject to payment of additional permit fee.	Each	£ 1,325.00	£ 1,325.00	£ -	0.00%	2019/20 to be subject to future DRP	

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

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

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

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

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

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Re	C&C83 Cemetery & Crematorium	Cem and Crem	Columbarium Niche (10 year lease)	Yes	£ 1,650.00	£ 1,650.00	£ -	0.00%		
Re	C&C84 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£ 162.00	£ 162.00	£ -	0.00%		
Re	C&C85 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£ 162.00	£ 162.00	£ -	0.00%		
Re	C&C86 Cemetery & Crematorium	Cem and Crem	Lily Pond tablet (10 year lease)	Yes	£ 625.00	£ 625.00	£ -	0.00%		
Re	C&C87 Cemetery & Crematorium	Cem and Crem	Cleaning of Lily Pond tablet	Yes	£ 63.00	£ 63.00	£ -	0.00%		
Re	C&C88 Cemetery & Crematorium	Cem and Crem	Leather Panel Scheme (10 year lease, Max 60 letters)	Yes	£ 175.00	£ 175.00	£ -	0.00%		
Re	C&C89 Cemetery & Crematorium	Cem and Crem	Wall tablet in Book of Remembrance Hall (10 Yr lease)	Yes	£ 1,020.00	£ 1,020.00	£ -	0.00%		
Re	C&C90 Cemetery & Crematorium	Cem and Crem	Old Memorial - Inscriptions	Yes	£ 3.65	£ 3.65	£ -	0.00%		
Re	C&C91 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 2 lines	Yes	£ 160.00	£ 160.00	£ -	0.00%		
Re	C&C92 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 5 lines	Yes	£ 227.00	£ 227.00	£ -	0.00%		
Re	C&C93 Cemetery & Crematorium	Cem and Crem	Copy of Book of Remembrance - 2 lines	Yes	£ 75.00	£ 75.00	£ -	0.00%		
Re	C&C94 Cemetery & Crematorium	Cem and Crem	Book of Remembrance copy 5 lines	Yes	£ 124.00	£ 124.00	£ -	0.00%		
Re	C&C95 Cemetery & Crematorium	Cem and Crem	Armorial bearing or badges (these may be engrossed in the Book of Remembrance only if accompanied by an inscription of at least 5 lines)	Yes	£ 312.00	£ 312.00	£ -	0.00%		
Re	C&C96 Cemetery & Crematorium	Cem and Crem	Memorial Jewellery	Yes	£ 42.00	£ 42.00	£ -	0.00%		
<b>Ashes strewing and storage</b>										
Re	C&C97 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when returned to Hendon after 12 month of cremation	VAT not applicable	£ 115.00	£ 115.00	£ -	0.00%		
Re	C&C98 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when cremated elsewhere	VAT not applicable	£ 150.00	£ 150.00	£ -	0.00%		
Re	C&C99 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per month	VAT not applicable	£ 26.00	£ 26.00	£ -	0.00%		
Re	C&C100 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per year	VAT not applicable	£ 255.00	£ 255.00	£ -	0.00%		
<b>Chapel Hire and Organist Fees</b>										
Re	C&C101 Cemetery & Crematorium	Cem and Crem	Fee for Organ Music and Services of Organist	Yes	£ 60.00	£ 60.00	£ -	0.00%		
Re	C&C102 Cemetery & Crematorium	Cem and Crem	Use of Chapel for additional ½ hour Service	Yes	£ 115.00	£ 115.00	£ -	0.00%		
Re	C&C103 Cemetery & Crematorium	Cem and Crem	Use of Chapel plus Organist for additional ½ hour Service	Yes	£ 175.00	£ 175.00	£ -	0.00%		

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

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<b>Web access to services</b>										
Re	C&C104 Cemetery & Crematorium	Cem and Crem	Live video streaming of funeral services and provision of DVD	Yes	up to £250.00	up to £250.00				
<b>Anniversary Services</b>										
Re	C&C105 Cemetery & Crematorium	Cem and Crem	Placing of flowers etc. at key anniversary dates for the client. Take photograph and e mail client picture of placed memorial (excludes cost of flowers)	Yes	£ 100.00	£ 100.00	£ -	0.00%		
<b>Memorial Bird Boxes</b>										
Re	C&C106 Cemetery & Crematorium	Cem and Crem	Bird	Yes	£ 15.00	£ 15.00	£ -	0.00%		
Re	C&C107 Cemetery & Crematorium	Cem and Crem	Bat	Yes	£ 35.00	£ 35.00	£ -	0.00%		
Re	C&C108 Cemetery & Crematorium	Cem and Crem	Owl	Yes	£ 60.00	£ 60.00	£ -	0.00%		
Re	C&C109 Cemetery & Crematorium	Cem and Crem	Tawny Owl	Yes	£ 120.00	£ 120.00	£ -	0.00%		
Re	C&C110 Cemetery & Crematorium	Cem and Crem	Bird (with memorial plaque)	Yes	£ 25.00	£ 25.00	£ -	0.00%		
Re	C&C111 Cemetery & Crematorium	Cem and Crem	Bat (with memorial plaque)	Yes	£ 45.00	£ 45.00	£ -	0.00%		
Re	C&C112 Cemetery & Crematorium	Cem and Crem	Owl (with memorial plaque)	Yes	£ 70.00	£ 70.00	£ -	0.00%		
Re	C&C113 Cemetery & Crematorium	Cem and Crem	Tawny Owl (with memorial plaque)	Yes	£ 130.00	£ 130.00	£ -	0.00%		
<b>New Memorials</b>										
Re	C&C114 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (plus annual fee) (includes 1st standard inscription)	Yes	£ 660.00	£ 660.00	£ -	0.00%		
Re	C&C115 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£ 66.00	£ 66.00	£ -	0.00%		
Re	C&C116 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (5 year lease) (includes 1st standard inscription)	Yes	£ 833.00	£ 833.00	£ -	0.00%		
Re	C&C117 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (10 year lease) (includes 1st standard inscription)	Yes	£ 1,080.00	£ 1,080.00	£ -	0.00%		
Re	C&C118 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (15 year lease) (includes 1st standard inscription)	Yes	£ 1,250.00	£ 1,250.00	£ -	0.00%		
Re	C&C119 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (20 year lease) (includes 1st standard inscription)	Yes	£ 1,500.00	£ 1,500.00	£ -	0.00%		
Re	C&C120 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (30 year lease) (includes 1st standard inscription)	Yes	£ 2,000.00	£ 2,000.00	£ -	0.00%		

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C121 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (50 year lease) (includes 1st standard inscription)	Yes	£ 2,916.00	£ 2,916.00	£ -	0.00%		
Re	C&C122 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 150.00	£ 150.00	£ -	0.00%		
Re	C&C123 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C124 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£ 250.00	£ 250.00	£ -	0.00%		
Re	C&C125 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (plus annual fee) (includes 1st standard inscription)	Yes	£ 660.00	£ 660.00	£ -	0.00%		
Re	C&C126 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£ 66.00	£ 66.00	£ -	0.00%		
Re	C&C127 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (5 year lease) (includes 1st standard inscription)	Yes	£ 833.00	£ 833.00	£ -	0.00%		
Re	C&C128 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (10 year lease) (includes 1st standard inscription)	Yes	£ 1,080.00	£ 1,080.00	£ -	0.00%		
Re	C&C129 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (15 year lease) (includes 1st standard inscription)	Yes	£ 1,250.00	£ 1,250.00	£ -	0.00%		
Re	C&C130 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (20 year lease) (includes 1st standard inscription)	Yes	£ 1,500.00	£ 1,500.00	£ -	0.00%		
Re	C&C131 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (30 year lease) (includes 1st standard inscription)	Yes	£ 2,000.00	£ 2,000.00	£ -	0.00%		
Re	C&C132 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (50 year lease) (includes 1st standard inscription)	Yes	£ 2,916.00	£ 2,916.00	£ -	0.00%		
Re	C&C133 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 150.00	£ 150.00	£ -	0.00%		
Re	C&C134 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C135 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£ 250.00	£ 250.00	£ -	0.00%		
Re	C&C136 Cemetery & Crematorium	Cem and Crem	Single vase block (10 Year lease) (includes 1 standard inscription)	Yes	£ 375.00	£ 375.00	£ -	0.00%		
Re	C&C137 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 75.00	£ 75.00	£ -	0.00%		
Re	C&C138 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C139 Cemetery & Crematorium	Cem and Crem	Memorial barbian plaque (10 Year lease) (includes 1 standard inscription)	Yes	£ 375.00	£ 375.00	£ -	0.00%		
Re	C&C140 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£ 75.00	£ 75.00	£ -	0.00%		
Re	C&C141 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£ 2.35	£ 2.35	£ -	0.00%		
Re	C&C142 Cemetery & Crematorium	Cem and Crem	Additional memorials from catalogue	Yes	Price on application	Price on application				

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges /above inflation
Re	C&C143 Cemetery & Crematorium	Cem and Crem	Lease renewal	Yes	75% of the current new lease price	75% of the current new lease price				
<b>Spring bulbs to be planted by cemetery staff</b>										
Re	C&C144 Cemetery & Crematorium	Cem and Crem	Crocus (15 bulbs)	Yes	£ 8.33	£ 8.33	£ -	0.00%		
Re	C&C145 Cemetery & Crematorium	Cem and Crem	Crocus (50 bulbs)	Yes	£ 25.00	£ 25.00	£ -	0.00%		
Re	C&C146 Cemetery & Crematorium	Cem and Crem	Crocus (100 bulbs)	Yes	£ 41.66	£ 41.66	£ -	0.00%		
Re	C&C147 Cemetery & Crematorium	Cem and Crem	Crocus (200 bulbs)	Yes	£ 66.66	£ 66.66	£ -	0.00%		
Re	C&C148 Cemetery & Crematorium	Cem and Crem	Dafodill (15 bulbs)	Yes	£ 12.50	£ 12.50	£ -	0.00%		
Re	C&C149 Cemetery & Crematorium	Cem and Crem	Dafodill (50 bulbs)	Yes	£ 33.33	£ 33.33	£ -	0.00%		
Re	C&C150 Cemetery & Crematorium	Cem and Crem	Dafodill (100 bulbs)	Yes	£ 58.33	£ 58.33	£ -	0.00%		
Re	C&C151 Cemetery & Crematorium	Cem and Crem	Dafodill (200 bulbs)	Yes	£ 100.00	£ 100.00	£ -	0.00%		
Re	C&C152 Cemetery & Crematorium	Cem and Crem	Tulip (15 bulbs)	Yes	£ 8.33	£ 8.33	£ -	0.00%		
Re	C&C153 Cemetery & Crematorium	Cem and Crem	Tulip (50 bulbs)	Yes	£ 25.00	£ 25.00	£ -	0.00%		
Re	C&C154 Cemetery & Crematorium	Cem and Crem	Tulip (100 bulbs)	Yes	£ 41.66	£ 41.66	£ -	0.00%		
Re	C&C155 Cemetery & Crematorium	Cem and Crem	Tulip (200 bulbs)	Yes	£ 66.66	£ 66.66	£ -	0.00%		
Re	C&C156 Cemetery & Crematorium	Cem and Crem	Other varieties can be purchased	Yes	Price on application	Price on application				

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Children Centres	Parkfield child care		Age 2	Per Child Per Hour	£ 6.12	£ 6.12	£ -	0.00%		
Children Centres	Parkfield child care		Age 3-4	Per Child Per Hour	£ 5.87	£ 5.87	£ -	0.00%		
Children Centres	Meals		Children Centre - Parkfield	Per Child Per Hour	£ 2.31	£ 2.31	£ -	0.00%		
Children Centres	Wingfield child care		Age 2	Per Child Per Hour	£ 5.97	£ 5.97	£ -	0.00%		
Children Centres	Wingfield child care		Age 3-4	Per Child Per Hour	£ 5.71	£ 5.71	£ -	0.00%		
Children Centres	Meals		Children Centre - Wingfield	Per Child Per Hour	£ 2.14	£ 2.14	£ -	0.00%		
Children Centres	Newstead Child care		Age 2	Per Child Per Hour	£ 6.38	£ 6.38	£ -	0.00%		
Children Centres	Newstead Child care		Age 3-4	Per Child Per Hour	£ 6.24	£ 6.24	£ -	0.00%		
Children Centres	Meals		Children Centre - Newstead	Per Child Per Hour	£ 2.14	£ 2.14	£ -	0.00%		
Youth services	Holiday Programmes		Taster / Entry Activity	Per Day	£ 5.00	£ 5.00	£ -	0.00%		
Youth services	Holiday Programmes		Taster / Entry Activity	Half Day	£ 3.00	£ 3.00	£ -	0.00%		
Youth services	Holiday Programmes		Generic Activity	Per Day	£ 10.00	£ 10.00	£ -	0.00%		
Youth services	Holiday Programmes		Generic Activity	Half Day	£ 6.00	£ 6.00	£ -	0.00%		
Youth services	Holiday Programmes		Specialised Activity	Per Day	£ 16.00	£ 16.00	£ -	0.00%		
Youth services	Holiday Programmes		Specialised Activity	Half Day	£ 9.00	£ 9.00	£ -	0.00%		
Youth services	Duke of Edinburgh		Bronze Award Enrolment Fee	Per Award	£ 25.00	£ 25.00	£ -	0.00%		
Youth services	Duke of Edinburgh		Silver Award Enrolment Fee	Per Award	£ 25.00	£ 30.00	£ 5.00	20.00%		Fee increased in order to cover costs

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Youth services	Duke of Edinburgh		Gold Award Enrolment Fee	Per Award	£ 32.00	£ 35.00	£ 3.00	9.38%		Fee increased in order to cover costs
Youth services	Equipment		Catering E.G.Whisk, Saucepans Etc	Per Item	£ 1.20	£ 1.20	£ -	0.00%		
Youth services	Equipment		Catering E.G. Professional Gas Bbq		£ 85.00	£ 85.00	£ -	0.00%		
Youth services	Equipment		Dofe E.G. Compass, Survival Bags, Waterproofs	Per Item	£ 4.00	£ 4.00	£ -	0.00%		
Youth services	Equipment		Dofe E.G. Expedition Packs		£ 15.00	£ 15.00	£ -	0.00%		
Youth services	Equipment		Gardening E.G.Water Cans	Per Item	£ 0.50	£ 0.50	£ -	0.00%		
Youth services	Equipment		Gardening E.G. Mowers		£ 50.00	£ 50.00	£ -	0.00%		
Youth services	Equipment		Hair & Beauty E.G.Stools	Per Item	£ 10.00	£ 10.00	£ -	0.00%		
Youth services	Equipment		Hair & Beauty E.G Couch, Nail Bars		£ 45.00	£ 45.00	£ -	0.00%		
Youth services	Equipment		Marquees & Shelter E.G. Gazebos	Per Item	£ 28.00	£ 28.00	£ -	0.00%		
Youth services	Equipment		Marquees & Shelter E.G. Inflatable Marquees		£ 63.00	£ 63.00	£ -	0.00%		
Youth services	Equipment		Media E.G. Lcd Monitors	Per Item	£ 8.00	£ 8.00	£ -	0.00%		
Youth services	Equipment		Media E.G. Film Making Kits		£ 350.00	£ 350.00	£ -	0.00%		
Youth services	Equipment		Music E.G Headphones	Per Item	£ 1.50	£ 1.50	£ -	0.00%		
Youth services	Equipment		Music E.G. Keyboards		£ 45.00	£ 45.00	£ -	0.00%		
Youth services	Equipment		Outdoor Education E.G.Camping Chairs	Per Item	£ 1.20	£ 1.20	£ -	0.00%		
Youth services	Equipment		Outdoor Education E.G.Inflatable Assault Courses		£ 800.00	£ 800.00	£ -	0.00%		
Youth services	Equipment		Photography E.G.Sd Cards	Per Item	£ 1.50	£ 1.50	£ -	0.00%		
Youth services	Equipment		Photography E.G. Digital Cameras		£ 38.00	£ 38.00	£ -	0.00%		
Youth services	Equipment		Sport E.G. Sport Bibs	Per Item	£ 1.00	£ 1.00	£ -	0.00%		
Youth services	Equipment		Sport E.G. Table Tennins Table		£ 90.00	£ 90.00	£ -	0.00%		
Youth services	Equipment		Staging & Theatre E.G. Extension Leads	Per Item	£ 4.00	£ 4.00	£ -	0.00%		
Youth services	Equipment		Staging & Theatre E.G. Stage System		£ 220.00	£ 220.00	£ -	0.00%		
Play Team charges	Out of school provision		After school provision	Per session	£ 6.12	£ 6.12	£ -	0.00%		
Play Team charges	Holiday programmes		Holiday Schemes	Per day	£ 18.36	£ 18.36	£ -	0.00%		

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Play Team charges	Holiday programmes		Holiday Schemes - Siblings charge	Per day	£ 14.79	£ 14.79	£ -	0.00%		
Play Team charges	Holiday programmes		Holiday schemes including aftercare	Per day	£ 22.95	£ 22.95	£ -	0.00%		
Play Team charges	Holiday programmes		Holiday Schemes including aftercare - Siblings charge	Per day	£ 19.38	£ 19.38	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekday - Contact supervisor (min time period 3 hours)	Per hour	£ 28.90	£ 28.90	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekend - Contact supervisor (min time period 3 hours)	Per hour	£ 43.50	£ 43.50	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekday - A room hire only	Per hour	£ 23.20	£ 23.20	£ -	0.00%		
Permanence, Transitions and Corporate Parenting	Family Resource Centre		Weekend - A room hire only	Per hour	£ 34.70	£ 34.70	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Black & white A4	per sheet	£ 0.10	£ 0.20	£ 0.10	100.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Colour A4	per sheet	£ 0.50	£ 0.80	£ 0.30	60.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Black & white A 3	per sheet	£ 0.15	£ 0.30	£ 0.15	100.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.
Library Service fees and charges (not amended in libraries Review)	Printing/ photocopying		Colour A3	per sheet	£ 0.75	£ 1.20	£ 0.45	60.00%		Print charges have not changed for the last 18 years and are below other printing outlets and other London boroughs.
Library Service fees and charges (not amended in libraries Review)	Advertising space		This charge will be levied for advertising space in library activity booklets/ publicity	A5 page per 3 months	£ -	£ 300.00	£ 300.00		New charge	in 2019 the Library Service will be delivering a year of Learning. For this we will be producing a booklet of all the activities being delivered. We would like to sell advertising space in this booklet.
Library Service fees and charges (not amended in libraries Review)	Lost Library card		This charge is levied where a replacement library card is issued	per card (adults)	£ 2.00	£ 2.00	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Lost Library card		This charge is levied where a replacement library card is issued	per card (child/ concessions)	£ 1.00	£ 1.00	£ -	0.00%		

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries Review)	DVD hire		This charge is levied for the loan of DVDs	per DVD, per week	£ 1.60	£ 1.60	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A6 advert per week	£ 1.00	£ 1.00	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A5 advert per week	£ 1.50	£ 1.50	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Market place adverts		This charge is levied for advertising on library noticeboards/ windows	A4 advert per week	£ 2.50	£ 2.50	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Small room (capacity 6-15) per hour in library opening hours	£7-10	£7-10	£ -	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Small room (capacity 6-15) per hour outside library opening hours	£ 25.50	£ 25.50	£ -	0.00%	Out of library opening hours.	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour in library opening hours	£10-15	£10-15	£ -	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour outside library opening hours	£ 25.50	£ 25.50	£ -	0.00%	Out of library opening hours.	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour in library opening hours	£20-30	£20-30	£ -	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries Review)	Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour outside library opening hours	£ 45.50	£ 45.50	£ -	0.00%	Out of library opening hours	
Library Service fees and charges (not amended in libraries Review)	Library Service fees and charges (not amended in libraries Review)		This charge is levied for the use of display cabinets and windows in libraries	per cabinet/ window per week - external	£ 25.00	£ 25.00	£ -	0.00%		
Library Service fees and charges (not amended in libraries Review)	Library Service fees and charges (not amended in libraries Review)		This charge is levied for the use of display cabinets and windows in libraries	per cabinet/ window per week - internal	£ 20.00	£ 20.00	£ -	0.00%		
Library review amended fees and charges	Adult Book Fines		This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	Per Day, Per Item	£ 0.25	£ 0.25	£ -	0.00%		
Library review amended fees and charges	Child Book Fines		This charge would be levied for the late return of child and teen book items. Items can now be renewed 24/7 online or by phone	Per day, Per item	£ 0.05	£ 0.05	£ -	0.00%		

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library review amended fees and charges	Reservation, No Notification/ email (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£ 1.00	£ 1.00	£ -	0.00%		
Library review amended fees and charges	Reservation, Postal Notification (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£ 1.00	£ 1.00	£ -	0.00%		
Library review amended fees and charges	Reservation, No Notification/ email notification (Barnet stock)		Customers are notified by email that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	Per Item	£ -	£ -	£ -	0.00%		
Library review amended fees and charges	Reservation, Postal Notification (Barnet stock)		Customers are notified by post that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	Per Item	2nd class postage only					
Library review amended fees and charges	Late return fees for items borrowed from the British library		This charge is levied where items borrowed from the British Library are returned late	Per Item	£ 4.55	£ 4.55	£ -	0.00%		
Library review amended fees and charges	One off events		This includes a range of author and cultural events. A mix of charges would be applied dependent upon the cost of hosting the specific event and its intended audience. These are in addition to the core service of events which remains free.	Per session, per person	£0 up to £20	£0 up to £21	£ -	0.00%		

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library review amended fees and charges	Training courses for professionals and organisations (1/2 day - off the peg)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per delegate	£ 75.00	£ 75.00	£ -	0.00%		
Library review amended fees and charges	Training courses for professionals and organisations (1/2 day - bespoke)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per organisation	£ 400.00	£ 400.00	£ -	0.00%		
Library review amended fees and charges	Local History Training/ Talks for organisations (bespoke)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per session	£ 75.00	£ 75.00	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores for choirs based in Barnet		Subscription fee	Per subscription Per annum	Loan charge of 25p per score per month (min 2 month loan)	Loan charge of 25p per score per month (min 2 month loan)	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores for choirs based in Barnet		Overdue charge	Per score, Per week	25p per score, Per month/ part month	25p per score, Per month/ part month	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores for all choirs		Courier delivery charge for direct delivery	Per box	£ 5.00	£ 5.00	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores for all choirs		Cancellation fee for every score ordered but then not required	Per title	£ 10.00	£ 10.00	£ -	0.00%		

Family Services Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library review amended fees and charges	Music Sets And Scores for all choirs		Administration fee to replace lost items. This is payable by music groups and organisations.	Per set lost	£10.00 + cost of replacement	£10.00 + cost of replacement	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores for choirs based outside Barnet		Subscription fee	Per subscription Per annum	Loan charge of 35p per score per month (min 2 month loan)	Loan charge of 35p per score per month (min 2 month loan)	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores for choirs based outside Barnet		Overdue charge	Per score, Per week	35p per score, Per month/ part month	35p per score, Per month/ part month	£ -	0.00%		
Library review amended fees and charges	Music Sets And Scores		Charge made to other Boroughs for the loan of Barnet sets and scores	Per 20 items	£ 12.00	£ 12.00	£ -	0.00%		

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC1	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 660 Litre bin including delivery. The bin remains property of the Council	Per Bin	£312.55	£328.18	£15.63	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC2	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Lid for 940 ltr bin	Per Bin	£72.96	£76.61	£3.65	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC3	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 1100 litre bin including delivery. The bin remains property of the Council	Per Bin	£455.43	£478.20	£22.77	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC4	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Replacement 1100 ltr lid	Per Lid	£72.96	£76.61	£3.65	5.00%	Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the payscale a 5% increase has been applied to this charge. Charge to start January 2019.	s46 of the Environmental Protection Act 1990
SC5	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Second or more annual garden bin subscription	Per Bin per year	New Charge	£70.00	New Charge		To cover additional cost of collection of multiple bins (beyond the first free one). From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC6	Commercial Waste - Refuse Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£829.40	New Charge		Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2019	s45(4) of the Environmental Protection Act 1990
SC7	Commercial Waste - Refuse Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£470.77	£517.40	£46.63	9.91%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC8	Commercial Waste - Refuse Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	New Charge	£985.40	New Charge		Higher charge for customers with heavy bins who need 660L for access reasons. From January 2019	s45(4) of the Environmental Protection Act 1990
SC9	Commercial Waste - Refuse Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£1,297.40	New Charge		Higher charge for customers with heavier bins to 150Kg maximum . From January 2019	s45(4) of the Environmental Protection Act 1990
SC10	Commercial Waste - Recycling Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£621.40	New Charge		Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2019	s45(4) of the Environmental Protection Act 1990

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC11	Commercial Waste - Recycling Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£249.00	£361.40	£112.40	45.14%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC12	Commercial Waste - Recycling Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£299.00	£465.40	£166.40	55.65%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC13	Commercial Waste - Recycling Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£499.00	£598.00	£99.00	19.84%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC14	Commercial Waste - Recycling Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	New Charge	£725.40	New Charge		Higher charge for customers with heavy bins who need 660L for access reasons. From January 2019	s45(4) of the Environmental Protection Act 1990
SC15	Commercial Waste - Recycling Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	New Charge	£881.40	New Charge		Higher charge for customers with heavier bins to 150Kg maximum (glass etc). From January 2019	s45(4) of the Environmental Protection Act 1990
SC16	Commercial Waste - Garden Waste	Street Scene Service Delivery	240 Litre Bins	Per container	New Charge	£413.40	New Charge		Service for businesses with gardens. From January 2019	s45(4) of the Environmental Protection Act 1990
SC17	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 52	£76.22	£82.94	£6.72	8.82%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC18	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 104	£76.22	£158.34	£82.12	107.74%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC19	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 52	£114.33	£128.70	£14.37	12.57%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC20	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 104	£114.33	£245.70	£131.37	114.90%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC21	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 208	£438.78	£468.00	£29.22	6.66%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC22	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 52	£61.80	£68.64	£6.84	11.07%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC23	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 104	£61.80	£131.04	£69.24	112.04%	Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC24	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 50	New Charge	£56.38	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC25	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 100	New Charge	£107.63	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC26	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 200	New Charge	£205.00	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s47 of the Environmental Protection Act 1990
SC27	Commercial Bin Replacement	Street Scene Service Delivery	1100 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£325.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990
SC28	Commercial Bin Replacement	Street Scene Service Delivery	660 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£185.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990
SC29	Commercial Bin Replacement	Street Scene Service Delivery	360 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£65.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC30	Commercial Bin Replacement	Street Scene Service Delivery	240 Litre Bin - Lost/stolen/broken	Per unit	New Charge	£40.00	New Charge		New charge for replacing bins lost/stolen broken. From January 2019	s47 of the Environmental Protection Act 1990
SC31	Commercial Bin Delivery or Collection	Street Scene Service Delivery	4 wheeled bin	Per bin	New Charge	£50.00	New Charge		New delivery charge for replacement bins. From January 2019	s47 of the Environmental Protection Act 1990
SC32	Commercial Bin Delivery or Collection	Street Scene Service Delivery	2 wheeled bin	Per bin	New Charge	£25.00	New Charge		New delivery charge for replacement bins. From January 2019	s47 of the Environmental Protection Act 1990
SC33	Event/Fete Bins delivery & collection from site	Street Scene Service Delivery	5 to 10 bins delivered & collected	Per event	New Charge	£300.00	New Charge		Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC34	Event/Fete Bins delivery & collection from site	Street Scene Service Delivery	Up to 5 bins delivered & collected	Per event	New Charge	£200.00	New Charge		Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC35	Commercial Waste - attend & empty first container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£77.58	£106.88	£29.30	37.77%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC36	Commercial Waste - each additional container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£29.21	£31.88	£2.67	9.14%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC37	Commercial Waste - attend & empty first container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£63.88	£94.13	£30.25	47.35%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC38	Commercial Waste - each additional container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£17.70	£19.13	£1.43	8.08%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC39	Commercial Waste - each additional container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£10.08	£12.75	£2.67	26.49%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC40	Commercial Waste - attend & empty first container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£51.63	£84.56	£32.93	63.78%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC41	Commercial Waste - each additional container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£6.62	£9.57	£2.95	44.56%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC42	Commercial Waste - attend & empty first container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	New Charge	£98.91	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC43	Commercial Waste - each additional container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	£16.93	£23.91	£6.98	41.23%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC44	Commercial Waste - attend & empty first container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	New Charge	£89.34	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC45	Commercial Waste - each additional container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	£12.97	£14.34	£1.37	10.56%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC46	Commercial Waste - attend & empty first container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	New Charge	£84.56	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC47	Commercial Waste - each additional container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	£9.01	£9.57	£0.56	6.22%	Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC48	Commercial Waste - attend & empty first container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	New Charge	£82.17	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990
SC49	Commercial Waste - each additional container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	New Charge	£8.27	New Charge		Charge adjusted to level appropriate to current service costs. From January 2019	s45(4) of the Environmental Protection Act 1990

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC50	Collection Only - attend & empty first container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	New Charge	£85.63	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC51	Collection Only - each additional container	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	New Charge	£23.38	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC52	Collection Only - attend & empty first container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	New Charge	£81.38	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC53	Collection Only - each additional container	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	New Charge	£14.03	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC54	Collection Only - attend & empty first container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	New Charge	£79.25	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC55	Collection Only - each additional container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	New Charge	£10.20	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC56	Collection Only - attend & empty first container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	New Charge	£78.19	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC57	Collection Only - each additional container	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	New Charge	£7.87	New Charge		New charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC58	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Weekly collection of up to a tonne of waste	Per annum	£8,597.32	£14,508.00	£5,910.68	68.75%	Charge calculated to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC59	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Overweight - only applied to weight after 1 tonne	Per tonne	New Charge	£120.00	New Charge		New - required to ensure full cost recovery. From January 2019	Controlled Waste (England & Wales) Regulations 2012

**Street Scene Fees and Charges 2019/20**

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC60	Collection Only - Compactor Skip	Street Scene Service Delivery	Collection only charge for additional collections	Per annum	£8,597.32	£12,948.00	£4,350.68	50.61%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC61	Barnet Allotments Skip	Street Scene Service Delivery	Collection of up to a tonne of green waste	Per skip	New Charge	£269.37	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC62	Barnet Allotments Skip	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	New Charge	£70.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC63	Barnet Allotments Skip	Street Scene Service Delivery	Contaminated - applied to complete load	Per tonne	New Charge	£50.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC64	Skip Charges - Internal Clients	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	New Charge	£80.00	New Charge		New - required to ensure full cost recovery. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC65	12 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - light/medium weights up to 1.5 tonnes	Per skip	New Charge	£350.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC66	8 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - medium/heavy materials up to 1.5 tonnes	Per skip	New Charge	£350.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC67	Skip Charges - External clients	Street Scene Service Delivery	Overweight - applied to weight after 1.5 tonnes	Per tonne	New Charge	£120.00	New Charge		New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC68	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Service Charge	Per hour	£49.42	£100.00	£50.58	102.35%	New - required to ensure full cost recovery. From January 2019	s45(4) of the Environmental Protection Act 1990
SC69	Commercial Agreement Non-Payment	Street Scene Service Delivery	Stopped collections administration charge	Per process	New Charge	£50.00	New Charge		There is a significant administrative burden due to customer non-payment and costs need to be recovered. From January 2019	s45(4) of the Environmental Protection Act 1990

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC70	Commercial Agreement Non-Payment	Street Scene Service Delivery	Bin removal or bin return charge	Per action	New Charge	£50.00	New Charge		There is a significant burden due to customer non- payment and costs need to be recovered. From January 2019	s45(4) of the Environmental Protection Act 1990
SC71	Bin Maintenance - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per annum	New Charge	£91.25	New Charge		Cost recovery for the maintenance and replacement of supplied bins. From January 2019	s47 of the Environmental Protection Act 1990
SC72	Bin Maintenance - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per annum	New Charge	£62.05	New Charge		Cost recovery for the maintenance and replacement of supplied bins. From January 2019	s47 of the Environmental Protection Act 1990
SC73	Bin Washing Service - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per wash	New Charge	£20.00	New Charge		Charge for services provided at the customers request. From January 2019	s47 of the Environmental Protection Act 1990
SC74	Bin Washing Service - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per wash	New Charge	£10.00	New Charge		Charge for services provided at the customers request. From January 2019	s47 of the Environmental Protection Act 1990
SC75	Waste - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£276.92	£357.50	£80.58	29.10%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC76	Waste - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£326.39	£423.28	£96.89	29.69%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC77	Waste - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£454.03	£537.68	£83.65	18.42%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC78	Waste - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£556.98	£609.18	£52.20	9.37%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC79	Recycling - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£210.00	£343.77	£133.77	63.70%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC80	Recycling - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£238.28	£431.29	£193.01	81.00%	Charge adjusted to level appropriate to current service costs - use of 360s is ltd. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC81	Recycling - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£388.52	£496.50	£107.98	27.79%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC82	Recycling - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£487.67	£529.10	£41.43	8.50%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC83	Collection Only Food Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£178.00	£357.50	£179.50	100.84%	Charge adjusted to level appropriate to current service costs. From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC84	Collection Only Garden waste	Street Scene Service Delivery	240 Litre Bins	Per container	New Charge	£357.50	New Charge		Service for non-commercial clients - This is a schedule 2 collection cost i.e for schools (not standard household). From January 2019	Controlled Waste (England & Wales) Regulations 2012
SC85	Bin Maintenance & Repair Works	Street Scene Service Delivery	Priced work as required by the client (cost defined by time, resources and parts used)	Per hour / Per unit	New Charge	£75.00 per hour plus parts	New Charge		Charge for services provided at the customers request. The work required will be defined by the customers needs and priced in line with the costs of the (range of) services involved. From	S93 Local Government Act 2003
SC86	Recycling and Waste	Street Scene Service Delivery	Charge for 240 ltr black (refuse) bin including delivery. The bin remains property of the Council	Per Bin	£50.00	£51.40	£1.40	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011
SC87	Recycling and Waste	Street Scene Service Delivery	Charge for 240 ltr blue (dry recycling) bin including delivery.. The bin remains property of the Council	Per Bin	£35.00	£35.98	£0.98	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011
SC88	Recycling and Waste	Street Scene Service Delivery	Charge for additional 240 ltr blue (dry recycling) bin including delivery. The bin remains property of the Council	Per Bin	£50.00	£51.40	£1.40	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011
SC89	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr green (garden) bin including delivery. The bin remains property of the Council	Per Bin	£50.00	£51.40	£1.40	2.80%	Bin requirements and entitlements are based on the Environment Committee report from the 05/07/2018. Refurbished bins can be used at anytime.	Section 3 of the Localism Act 2011

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC90	Communcial Collection/Flats recycling bins	Street Scene Service Delivery	Frame for flats recycling bins	Per frame	£529.50	£544.33	£14.83	2.80%		Section 3 of the Localism Act 2011
SC91	Clinical waste collection	Street Scene Service Delivery	Individual user in own home (per bag, sharp or box)	Per unit collected	Free	Free	Free	0.00%	No Change	Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC92	Clinical waste collection	Street Scene Service Delivery	Residential care homes or similar (per bag, sharps or box)	Per unit collected	£32.51	£33.42	£0.91	2.80%		Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC93	Removal of dead domestic animals (private dwellings)	Street Scene Service Delivery	Charge for removal	Per animal	£60.61	£62.31	£1.70	2.80%		Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC94	Graffiti removal	Street Scene Service Delivery	Charge for 1st square metre	Per area	£60.61	£62.31	£1.70	2.80%		Section 3 of the Localism Act 2011
SC95	Graffiti removal	Street Scene Service Delivery	Charge for each additional square metre	Per area	£71.28	£73.28	£2.00	2.81%		Section 3 of the Localism Act 2011
SC96	Commercial Waste - Refuse Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£404.32	£413.40	£9.08	2.25%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC97	Commercial Waste - Refuse Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£725.81	£754.00	£28.19	3.88%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC98	Commercial Waste - Refuse Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£981.63	£995.80	£14.17	1.44%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC99	Commercial Waste - Recycling Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£699.00	£725.40	£26.40	3.78%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990

Street Scene Fees and Charges 2019/20

Reference /Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SC100	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 208	£292.52	£301.60	£9.08	3.10%	Charge adjusted to level appropriate to current service costs	s47 of the Environmental Protection Act 1990
SC101	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 208	£241.02	£249.60	£8.58	3.56%	Charge adjusted to level appropriate to current service costs	s47 of the Environmental Protection Act 1990
SC102	Commercial Waste - attend & empty first container	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£54.89	£87.75	£32.86	59.87%	Charge adjusted to level appropriate to current service costs	s45(4) of the Environmental Protection Act 1990
SC103	Skip Charges - Internal Clients	Street Scene Service Delivery	Charge for single occasion (open skip)	Per skip	£269.37	£269.37	£0.00	0.00%	Required to ensure full cost recovery and offer a competitive service charge	s45(4) of the Environmental Protection Act 1990
SC104	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Disposal costs	Per tonne	£118.03	£120.00	£1.97	1.67%	Required to ensure full cost recovery and offer a competitive service charge	s45(4) of the Environmental Protection Act 1990
SC105	Commercial Agreement Administration	Street Scene Service Delivery	Customer initiated activity (account changes)	Per process	£25.00	£25.00	£0.00	0.00%	No Change	s45(4) of the Environmental Protection Act 1990
SC106	Commercial Agreement Administration	Street Scene Service Delivery	Contract termination charge (un-notified)	Per process	10% of annual service costs	10% of annual service costs	£0.00		No Change	s45(4) of the Environmental Protection Act 1990
SC107	Bulky & electrical items collection (Domestic)	Street Scene Service Delivery	Prepaid charge for removal of up to 3 non electrical items of rubbish or furniture (an additional £10 for each subsequent item up to a maximum of 10 items)	Up to 3 items	£35 up to £105	£35 up to £105	£0.00		No Change	Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012
SC108	Bulky & electrical items collection (Domestic)	Street Scene Service Delivery	An additional item - up to 10	Per additional item	£10.00	£10.00	£0.00	0.00%	No Change	Paragraph 4 of schedule 1 the Controlled Waste (England & Wales) Regulations 2012

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 1 Highways	Highways	Unlicensed Skip found on the highway	Each	£ 302.00	£ 302.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 2 Highways	Highways	Traffic sensitive site inspection charge Skips	Each	£ 60.00	£ 60.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 3 Highways	Highways	Licence to erect or retain on or over a highway any scaffolding or other structure	Each	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 4 Highways	Highways	Licence to erect a hoarding or fence and site inspections to monitor compliance	Each	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 5 Highways	Highways	Licence to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 6 Highways	Highways	Licence to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£ 181.00	£ 181.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 7 Highways	Highways	Vehicle Crossover - Processing and monitoring of Crossover applications and works under possible alternative arrangements where works are arranged by residents rather than the Authority.	Each	£ 417.00	£ 417.00	£ -	0.00%	2019/20 to be subject to future DRP	Charge includes for an initial site visit on receipt of a crossover application, granting or refusing application, further site visits as required to monitor the works carried out and issuing a completion certificate.
Re	HW 8 Highways	Highways	Vehicle Crossover - On occasions where it is necessary for obstructions to be considered for removal in order for a crossover to be constructed such as a tree or lighting column, thereby necessitating a site visit by a tree officer/lighting engineer.	Each	£ 144.00	£ 144.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 9 Highways	Highways	Rechargeable construction Works - Vehicle Crossovers, Street Lighting, Highway Construction, Sign supply and installation etc.	Each	£ 242.00	£ 242.00	£ -	0.00%	2019/20 to be subject to future DRP	Administration charge includes: inspections; statutory searches, management of documents, scanning, archiving, confidential disposal of paper documents, officer time in dialogue with customer and council departments.
Re	HW 10 Highways	Highways	Vehicle Crossover White Line Re-marking existing faded lines	Each	£ 119.00	£ 119.00	£ -	0.00%	2019/20 to be subject to future DRP	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Re	HW 11 Highways	Highways	Section 50 Street works licence	Per licence	£ 521.00	£ 521.00	£ -	0.00%	2019/20 to be subject to future DRP	

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 12 Highways	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	£ 232.00	£ 232.00	£ -	0.00%	2019/20 to be subject to future DRP	Some works under s50 licences are undertaken under multiple phases to carry out remedial works or make an excavation permanent. Each additional phase incurs admin and inspection costs that are less than the initial licence cost but significant and not covered elsewhere. This charge would cover such additional work when required
Re	HW 13 Highways	Highways	Memorial Seat/bench, up to 6ft in length, Including on-going care for 10 years.	Each Bench	£144 + £1,056 for cost of bench + £136 for cost of plaque if required	£144 + £1,056 for cost of bench + £136 for cost of plaque if required	£ -	0.00%	2019/20 to be subject to future DRP	To be consistent with Hendon Cemetery
Re	HW 14 Highways	Highways	Type 1 Bronze Plaque	Each	£ 187.00	£ 187.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 15 Highways	Highways	Type 2 Bronze Plaque	Each	£ 187.00	£ 187.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 16 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application initial meeting to discuss proposed developments.	Each	£ 605.00	£ 605.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 17 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate up to Snr Eng.	£ 130.00	£ 130.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 18 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate above Snr Eng.	£ 202.00	£ 202.00	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 19 Highways	Highways	The alteration of parking layout through Traffic Management Order (TMO) processes. Charge covers the public consultation, advertising and one TMO alteration	Each	£ 2,022.00	£ 2,022.00	£ -	0.00%	2019/20 to be subject to future DRP	1. Where objections are received to traffic orders the cost is increased by an additional £210 to take into account staff time in considering the objections. 2. Additional charges may apply if there is significant design input required from Officers. 3. The cost of actual work will be a separate composite unit rate based on contractor's tendered rate plus 30% overhead costs

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 20 Highways	Highways	Enquiries on Highway matters requiring an official response. To cover all enquiries including GIS, Traffic Management Order, traffic schemes, accident data, rights of way and similar	Each	£ 218.00	£ 218.00	£ -	0.00%	2019/20 to be subject to future DRP	Enquires requiring more than two items or queries to be addressed will be charged at £75 per additional item.
Re	HW 21 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate up to Snr Eng.	£ 130.00	£ 130.00	£ -	0.00%	2019/20 to be subject to future DRP	£0.00
Re	HW 22 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate above Snr Eng.	£ 202.00	£ 202.00	£ -	0.00%	2019/20 to be subject to future DRP	£0.00
Re	HW 23 Highways	Highways	Section 38, 278 and 106 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	Each	12%, 15.5% and 20.5%	12%, 15.5% and 20.5%			2019/20 to be subject to future DRP	These works are carried out under Section 38 / 278 of the Highways Act 1980 and / or Section 106 of the Town and Country Planning Act by Agreement. Highest percentage figure used when works cost in under £400,000. Lowest percentage used when works cost £1m to £2m. When works cost over £2m they are subject to individual negotiation. The Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will also be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 24 Highways	Highways	Minor Offsite Highways Work : Technical approval of highway layout & construction details and the supervision of highway works on the public highway for minor offsite highways work necessitated by the new development	Each	£ 3,027.00	£ 3,027.00	£ -	0.00%	2019/20 to be subject to future DRP	Under section 184 of the Highways Act 1980, the charges relate to each access created or closed.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 25 Highways	Highways	Highway Licences : Processing of Licences under the Highways Act 1980 on new developments (i.e. under Sections 142;177;179;181 etc.)	Each	£ 3,792.00	£ 3,792.00	£ -	0.00%	2019/20 to be subject to future DRP	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 26 Highways	Highways	Processing of Stopping Up Order Under Section 247 of Town & Country Planning Act 1990	Each	£ 4,950.00	£ 4,950.00	£ -	0.00%	2019/20 to be subject to future DRP	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will also be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements and statutory orders under the Town and Country Planning Act 1990 and dealing with any objections when processing statutory orders.
Re	HW 27 Highways	Highways	Processing of Stopping Up Order Under the Highways Act 1980	Each	£ 7,780.00	£ 7,780.00	£ -	0.00%	2019/20 to be subject to future DRP	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 28 Highways	Highways	Processing of Notification for Transport for London approval under TMA 2004	Each	£ 3,792.00	£ 3,792.00	£ -	0.00%	2019/20 to be subject to future DRP	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 29 Highways	Highways	Consideration of a request to construct a vehicle crossover, where works are arranged by the authority via the highways term contractor	Each	£ 178.00	£ 178.00	£ -	0.00%	2019/20 to be subject to future DRP	Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.
Re	HW 30 Highways	Highways	Deposit related to an application for a licence to erect or retain on or over a highway any scaffolding or other structure	Each	£ 551.00	£ 551.00	£ -	0.00%	2019/20 to be subject to future DRP	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 31 Highways	Highways	Deposit related to an application to erect a hoarding or fence and site inspections to monitor compliance	Each	£ 551.00	£ 551.00	£ -	0.00%	2019/20 to be subject to future DRP	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 32 Highways	Highways	Deposit in relation to a request to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£ 551.00	£ 551.00	£ -	0.00%	2019/20 to be subject to future DRP	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 33 Highways	Highways	Deposit in relation to an application to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£242 excluding deposit	£242 excluding deposit			2019/20 to be subject to future DRP	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 34 Highways	Highways	Vehicle Crossover Legal Agreement	Each	£ 193.00	£ 193.00	£ -	0.00%	2019/20 to be subject to future DRP	Cost includes recovery of costs incurred relating to the processing of the application and scheduling agreement for Legal. Legal costs in preparing for signing agreements and Local Land charges.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 35 Highways	Highways	Vehicle Crossover White Line - Process Application	Each	£ 154.00	£ 154.00	£ -	0.00%	2019/20 to be subject to future DRP	Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.
Re	HW 36 Highways	Highways	Vehicle Crossover White Line Installation	Each	£ 170.00	£ 170.00	£ -	0.00%	2019/20 to be subject to future DRP	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Re	HW 37 Highways	Highways	Private Street Name Plate - Supply and Installation	Each	£ 289.00	£ 289.00	£ -	0.00%	2019/20 to be subject to future DRP	£0.00
Re	HW 38 Highways	Highways	Licence to place skip on the highway	Each	£27 per week with a £54 mimimum	£27 per week with a £54 mimimum	£ -	0.00%	2019/20 to be subject to future DRP	Minimum of two weeks will apply
Re	HW 39 Highways	Highways	Renewal for expired skip licence	Each	£27 per week with a £54 mimimum	£27 per week with a £54 mimimum	£ -	0.00%	2019/20 to be subject to future DRP	Minimum of two weeks will apply
Re	HW 40 Highways	Highways	Watercourse Consent	Each	£ 50.00	£ 50.00	£ -	0.00%	Statutory provisions restrict this charge to £50.00	£0.00
Re	HW 41 Highways	Highways	Private Street Name Plate - Quote and Specification Fee	Each	£ 289.00	£ 289.00	£ -	0.00%	2019/20 to be subject to future DRP	£0.00
Re	HW 42 Rechargeable Works	Highways	Approval to carry out a traffic count on borough roads	Each	£ 325.00	£ 325.00	£ -	0.00%	2019/20 to be subject to future DRP	Sections 6, 14 and 16 of the Road Traffic Regulation Act 1984 and regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948 (This list is not exhaustive. There are other statutory provisions that can be relied upon i.e. provisions around traffic calming measures in the Highways Act 1980). If the above does not apply, then section 93 of the Local Government 2003.
Re	HW 43 Rechargeable Works	Highways	Anything done to restrict or prohibit traffic on a road in order to carry out works on or near the road. Includes making temporary traffic orders, advertising, providing notification of the restrictions and making, erecting, maintaining diversion signs, barriers etc. to implement the road closure and removal thereof	Per order	£ 4,003.00	£ 4,003.00	£ -	0.00%	2019/20 to be subject to future DRP	Section 14(1) of the Road Traffic Regulation Act 1984, regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948 and Schedules in the Traffic Signs Regulations and General Directions 2002/3113. If the above does not apply, then section 93 of the Local Government 2003.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 44 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings	Per order	£ 2,043.00	£ 2,043.00	£ -	0.00%	2019/20 to be subject to future DRP	Sections 6 and 14 of Road Traffic Regulation Act 1984 and regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948. If the above does not apply, section 93 of the Local Government 2003.
Re	HW45 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road when restriction is required without delay. Includes site meetings, making temporary traffic notices and erecting street notices. Excludes signs/road markings	Per order	£ 1,676.00	£ 1,676.00	£ -	0.00%	2019/20 to be subject to future DRP	Used in urgent/emergency situations.
Re	HW 46 Rechargeable Works	Highways	Consideration of a request to place a traffic sign to indicate the route to specified land or premises and the placing of such a sign	Per Sign	£ 347.00	£ 347.00	£ -	0.00%	2019/20 to be subject to future DRP	Under section 65 (3A) of the Road Traffic Regulation Act 1984, no charge should be requested to permit a traffic sign to be placed on or near any road in their area if - (i) the sign conveys information of a temporary nature or is otherwise intended to be placed only temporarily; and (ii) the sign is to be placed by a body which is prescribed for the purposes of this subsection as being a body appearing to the Secretary of State to be representative of the interests of road users or any class of road users.
Re	HW 47 Rechargeable Works	Highways	Provide traffic flow data from automatic traffic counters or previously conducted manual counts	Each	£ 425.00	£ 425.00	£ -	0.00%	2019/20 to be subject to future DRP	This depends on the purpose behind the request for the traffic flow data to be provided. For example, there is no charge for traffic counts done under the Road Traffic Reduction Act 1997 where parliament has made a provision in the local authority's budget to carry out traffic counts and share traffic flow data and prepare reports on the same.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 48 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major PAA	per permit	£ 105.00	£ 105.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 49 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major	per permit	£ 240.00	£ 240.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 50 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Standard	per permit	£ 130.00	£ 130.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 51 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Minor	per permit	£ 65.00	£ 65.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 52 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Immediate	per permit	£ 60.00	£ 60.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 53 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Permit Variation	per permit	£ 45.00	£ 45.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 54 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major PAA	per permit	£ 75.00	£ 75.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 55 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major	per permit	£ 150.00	£ 150.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 56 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Standard	per permit	£ 75.00	£ 75.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 57 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Minor	per permit	£ 45.00	£ 45.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 58 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Immediate	per permit	£ 40.00	£ 40.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 59 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Permit Variation	per permit	£ 35.00	£ 35.00	£ -	0.00%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 60 Rechargeable Works	Highways	Permit Scheme Fixed Penalty Notice for failure to apply for a permit before commencing works	Per failure	£ 500.00	£ 500.00	£ -	0.00%	Fixed Fee	Charge is discounted to £300 if payment is made within 29 days (regulation 25 of Traffic Management Permit Scheme (England) Regulations 2007/3372). Maximum fee of £500 is prescribed by Secretary of State so should be monitored. Also subject to time limits for issuing fixed penalty notices set out in regulation 22.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 61 Rechargeable Works	Highways	Permit Scheme Fixed Penalty Notice for failure to comply with a permit condition	Per failure	£ 120.00	£ 120.00	£ -	0.00%	Fixed Fee	Charge is discounted to £80 if payment is made within 29 days (regulation 25 of Traffic Management Permit Scheme (England) Regulations 2007/3372). Maximum fee of £120 is prescribed by Secretary of State so should be monitored. Also subject to time limits for issuing fixed penalty notices set out in regulation 22.
Re	HW 62 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - material and depth failure	Per failure	£ 140.32	£ 140.32	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 63 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 1 layer	Per failure	£ 181.37	£ 181.37	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 64 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 2 layers	Per failure	£ 224.81	£ 224.81	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 65 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 3 layers	Per failure	£ 268.24	£ 268.24	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 66 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 4 layers	Per failure	£ 311.68	£ 311.68	£ -	0.00%	2019/20 to be subject to future DRP	
Re	HW 67 Rechargeable Works	Highways	Commutated sums from developers for future maintenance liabilities of new or improved areas of highways	Unit depends on the assets adopted	Commutated sum rates calculated on APEPT guidelines	Commutated sum rates calculated on APEPT guidelines				Rates for commuted sums in connection of highway infrastructure assets will be developed in accordance with the association of directors of environment, economy, planning and transportation, ADEPT (formerly the CSS or county surveyors society) issued national guidance in 2009 for Local Authorities in respect to the use of commuted for future maintenance: 'commuted sums for maintaining infrastructure assets'. Formula's in the guidance notes will be used to determine rates for all highway infrastructure assets adopted by the authority.
Re	HW 68 Rechargeable Works	Highways	Provide and place new salt bin, inc salt	Item	£ 368.00	£ 368.00	£ -	0.00%		Section 41 (1A) of the Highways Act 1980 places responsibility on the highways authority to ensure that all highways maintainable at the public expense are clear of snow and ice. However, there is no legal duty on the Council to provide a salt bin or replace/refill an existing salt bin.

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	HW 69 Rechargeable Works	Highways	Replace damaged salt bin, inc salt refill	Item	£ 368.00	£ 368.00	£ -	0.00%		Section 41 (1A) of the Highways Act 1980 places responsibility on the highways authority to ensure that all highways maintainable at the public expense are clear of snow and ice. However, there is no legal duty on the Council to provide a salt bin or replace/refill an existing salt bin.
Re	HW 70 Rechargeable Works	Highways	Salt refill of bin	Item	£ 147.00	£ 147.00	£ -	0.00%		Section 41 (1A) of the Highways Act 1980 places responsibility on the highways authority to ensure that all highways maintainable at the public expense are clear of snow and ice. However, there is no legal duty on the Council to provide a salt bin or replace/refill an existing salt bin.
Re	HW 71 Rechargeable Works	Highways	Recover keys from road gully	Item	£ 291.00	£ 291.00	£ -	0.00%		Local Government Act 1988, Schedule 1 paragraph 3 allows the local authority to charge competitive rates for "the emptying of gullies." This can include the retrieval of keys. Although most of the Local Government Act 1988 has been repealed, the above mentioned paragraph is still in force.
Re	HW 72 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to facilitate a Special Event or similar whether on or off-street. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings.	Per order	£ 207.00	£ 207.00	£ -	0.00%	This is a fee to cover initial consideration including site inspection, consultations, estimate preparation and processing costs only. The cost of physical construction work will be a separate composite unit rate based on contractor's tendered rate plus 30% overhead costs to cover detailed design, drafting and advertising traffic order/notice(s), Supervision and admin costs.	Schedule 1 of SI.1998 No. 948 The Local Authorities (Transport Charges) Regulations 1998
Commissioning	Highways DLO and Street	Highways DLO	Supply of Grit bin complete with salt	Each	£ 350.00	£ 375.00	£ 25.00	7.14%	Service offered to organisations on request	Charge to start January 2019
Commissioning	Highways DLO and Street	Highways DLO	Refill Grit bin following individual request	Each		£ 226.80	£ 226.80		Service offered to organisations on request	Charge to start January 2019

Highways (Re) Fees and Charges 2019/20

Reference/ Area	Fee/ Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Commissioning	Highways DLO and Street	Highways DLO	Refill Grit bin as part of a bulk refill process	Each	£ 125.00	£ 145.00	£ 20.00	16.00%	Service offered to organisations on request	Charge to start January 2019
Commissioning	Highways DLO and Street Lighting	Street Lighting	Install a banner on a Street Light Column	Each		£100 to £200			Charge applicable to attaching a banner with dual bracket arm to a lighting column	The cost only includes the installation of the banner by our contractor and the administration and contract

2018/19 (Current)							2019/20 Proposed																			
Activities	Adult Non Member	FAB Card Adult	FAB Card Adult Concession	Jnr Non Mem	FAB Card Jnr	FAB Card Jnr Concession	Adult Non Member BR	Adult Non Member	£ Increase	% Increase	FAB Card Adult	£ Increase	% Increase	FAB Card Adult Con	£ Increase	% Increase	Jnr Non Mem	£ Increase	% Increase	FAB Card Jnr	£ Increase	% Increase	FAB Card Jnr Con	£ Increase	% Increase	
Casual Swim - all sessions	£6.65	£4.65	£2.85	£4.10	£2.75	£2.05	£6.81	£6.80	£0.15	2.3%	£4.75	£0.10	2.2%	£2.90	£0.05	1.8%	£4.15	£0.05	1.2%	£2.80	£0.05	1.8%	£2.10	£0.05	2.4%	
Tots Water World	£7.85	£5.40	£3.90				£8.04	£8.00	£0.15	1.9%	£5.50	£0.10	1.9%	£3.95	£0.05	1.3%										
<b>Health &amp; Fitness</b>																										
Fitness Induction - (All Centres)		£32.50	£16.95		£17.00	£12.10					£33.25	£0.75	2.3%	£17.30	£0.35	2.1%				£17.35	£0.35	2.1%	£12.35	£0.25	2.1%	
Fitness induction and Programme - (All Centres)		£40.00	£20.80		£19.95	£14.25					£40.95	£0.95	2.4%	£21.25	£0.45	2.2%				£20.40	£0.45	2.3%	£14.55	£0.30	2.1%	
Casual Gym (All Centres)		£8.75	£4.45		£4.45	£3.10					£8.95	£0.20	2.3%	£4.55	£0.10	2.2%				£4.55	£0.10	2.2%	£3.15	£0.05	1.6%	
Group Exercise Class (All Centres)	£12.10	£8.65	£4.45				£12.39	£12.35	£0.25	2.1%	£8.85	£0.20	2.3%	£4.55	£0.10	2.2%										
Water Aerobics Class (1 hr) all centres	£10.10	£7.10	£4.35				£10.34	£10.30	£0.20	2.0%	£7.25	£0.15	2.1%	£4.45	£0.10	2.3%										
<b>Racket Sports</b>																										
Table Tennis - per table	£11.90	£8.35	£6.15	£7.65	£6.15	£3.80	£12.19	£12.15	£0.25	2.1%	£8.50	£0.15	1.8%	£6.25	£0.10	1.6%	£7.80	£0.15	2.0%	£6.25	£0.10	1.6%	£3.85	£0.05	1.3%	
Badminton - per court	£17.80	£12.30	£9.45	£9.40	£6.40	£4.65	£18.23	£18.20	£0.40	2.2%	£12.55	£0.25	2.0%	£9.65	£0.20	2.1%	£9.60	£0.20	2.1%	£6.55	£0.15	2.3%	£4.75	£0.10	2.2%	
Tennis - 1 hour per court	£9.20	£6.20	£4.50	£4.65	£3.15	£2.20	£9.42	£9.40	£0.20	2.2%	£6.30	£0.10	1.6%	£4.60	£0.10	2.2%	£4.75	£0.10	2.2%	£3.20	£0.05	1.6%	£2.25	£0.05	2.3%	
<b>Courses</b>																										
Gymnastics 1 hour - Hendon only					£7.85	£5.50														£8.00	£0.15	1.9%	£5.60	£0.10	1.8%	
Gymnastics 1 hour					£6.40	£4.80														£6.55	£0.15	2.3%	£4.90	£0.10	2.1%	
Football 1 hour					£6.80	£4.90														£6.95	£0.15	2.2%	£5.00	£0.10	2.0%	
Badminton 1 hour					£6.80	£4.90														£6.95	£0.15	2.2%	£5.00	£0.10	2.0%	
Trampoline 1 hour - Hendon only					£7.85	£5.50														£8.00	£0.15	1.9%	£5.60	£0.10	1.8%	
Tennis 1 hour					£8.55	£6.00														£8.75	£0.20	2.3%	£6.10	£0.10	1.7%	
Pilates 1 hour		£8.65	£6.65								£8.85	£0.20	2.3%	£6.80	£0.15	2.3%										
Swimming 30 mins		£7.15	£5.00		£7.10	£4.95					£7.30	£0.15	2.1%	£5.10	£0.10	2.0%				£7.25	£0.15	2.1%	£5.05	£0.10	2.0%	
Swimming 45 mins		£7.40	£5.20		£7.30	£5.00					£7.55	£0.15	2.0%	£5.30	£0.10	1.9%				£7.45	£0.15	2.1%	£5.10	£0.10	2.0%	
<b>Drop In Sessions</b>																										
Gymnastics Session - Adults	£13.75	£9.40	£6.90				£14.08	£14.05	£0.30	2.2%	£9.60	£0.20	2.1%	£7.05	£0.15	2.2%										
Burnt Oak - Floodlit artificial (5-a-side) 1hr		£45.00	£22.50								£46.10	£1.10	2.4%	£23.05	£0.55	2.4%										
Burnt Oak - Floodlit artificial (7-a-side) 1hr		£65.00	£37.50								£66.55	£1.55	2.4%	£38.40	£0.90	2.4%										
Burnt Oak - Grass Pitch (junior) 7-a-side		£28.95									£29.65	£0.70	2.4%													
Burnt Oak - Grass Pitch (junior) 11-a-side		£37.65									£38.55	£0.90	2.4%													
Toddlers' World sibling price at Burnt Oak				£2.25	£2.25	£2.25											£2.30	£0.05	2.2%	£2.30	£0.05	2.2%	£2.30	£0.05	2.2%	
Toddlers' World standard price at Burnt Oak (first child)				£5.80	£4.15	£2.85											£5.90	£0.10	1.7%	£4.20	£0.05	1.2%	£2.90	£0.05	1.8%	
Toddlers World (Hendon)				£5.95	£4.30	£3.00											£6.05	£0.10	1.7%	£4.40	£0.10	2.3%	£3.05	£0.05	1.7%	
<b>Birthday Parties</b>																										
Burnt Oak	£173.00						£177.15	£177.00	£4.00	2.3%																
Copthall	£173.00						£177.15	£177.00	£4.00	2.3%																
Church Farm	£157.00						£160.77	£160.00	£3.00	1.9%																
Finchley Lido	£169.00						£173.06	£173.00	£4.00	2.4%																
<b>Badminton Club - Adult</b>																										
Burnt Oak	£5.30	£3.45	£1.60				£5.43	£5.40	£0.10	1.9%	£3.50	£0.05	1.4%	£1.63	£0.03	1.9%										
<b>Creche</b>																										
Burnt Oak		£4.20	£3.40								£4.25	£0.05	1.2%	£3.45	£0.05	1.5%										
<b>Sauna</b>																										
Finchley Lido	£11.50	£8.00	£4.25				£11.78	£11.75	£0.25	2.2%	£8.15	£0.15	1.9%	£4.30	£0.05	1.2%										
<b>Barnet Training Scheme</b>																										
Seniors	£81.60							£83.55	£1.95	2.4%																
Age Group				£73.60													£75.35	£1.75	2.4%							
Junior Age				£60.60													£62.05	£1.45	2.4%							
Preliminary				£49.05													£50.25	£1.20	2.4%							
Sharks - £44.30				£45.30													£46.40	£1.10	2.4%							
Senior Club - £44.30	£45.30							£46.40	£1.10	2.4%																
Masters - £56.80	£58.10							£59.50	£1.40	2.4%																
Masters 60+ - £43.70	£44.70							£45.75	£1.05	2.3%																

2018/19 (Current)							2019/20 Proposed																		
Activities	Adult Non Member	FAB Card Adult	FAB Card Adult Concession	Jnr Non Mem	FAB Card Jnr	FAB Card Jnr Concession	Adult Non Member BR	Adult Non Member	£ Increase	% Increase	FAB Card Adult	£ Increase	% Increase	FAB Card Adult Con	£ Increase	% Increase	Jnr Non Mem	£ Increase	% Increase	FAB Card Jnr	£ Increase	% Increase	FAB Card Jnr Con	£ Increase	% Increase
Dolphins - £37.65				£38.50													£39.40	£0.90	2.3%						
Stingray - £29.60				£30.30													£31.00	£0.70	2.3%						
Junior Club - £37.65				£38.50													£39.40	£0.90	2.3%						
Diving Seniors - £88.85				£90.90													£93.10	£2.20	2.4%						
Diving Int - £69.15				£70.75													£72.45	£1.70	2.4%						
Diving Junior - £49.30				£50.45													£51.65	£1.20	2.4%						

	0-2	2yr old fee paying	2yr old free entitlement	3yr old free entitlement	3yr old full fee paying
<b>Nursery</b>					
Half a day	£36.00	£34.00			£32.00
Full day	£66.00	£64.00			£62.00
Additional hours to free entitlement (per hour)			£6.00	£5.44	

	£ Increase	% Increase	2yr old fee paying	£ Increase	% Increase	2yr old free entitlement	£ Increase	% Increase	3yr old free entitlement	£ Increase	% Increase	3yr old full fee paying	£ Increase	% Increase
0-2														
£36.00	£0.00	0.0%	£34.00	£0.00	0%							£32.00	£0.00	0%
£66.00	£0.00	0%	£64.00	£0.00	0%							£62.00	£0.00	0%
						£6.00	£0.00	0%	5.44	£0.00	0%			

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 1 Planning Policy Publications	Planning	Planning Briefs & Supplementary Planning Guidance	Each	£ 43.00	£ 44.25	£ 1.25	2.91%	Available online. Increase by inflation	
Re	PL 2 Planning Policy Publications	Planning	(for residents only)	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Available online. Increase by inflation	
Re	PL 3 Planning Conservation Publications	Planning	Conservation Area Character Appraisals	Each (sub areas within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£ 36.00	£ 37.00	£ 1.00	2.78%	Inflationary increase	
Re	PL 4 Planning Conservation Publications	Planning	(for residents only)	Each. (sub area within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	
Re	PL 5 Planning Conservation Publications	Planning	Statutory List of Buildings of special architectural or historic interest	Each	£ 44.00	£ 45.30	£ 1.30	2.95%	Available online. Increase by inflation	
Re	PL 6 Planning Conservation Publications	Planning	(for residents only)	Each	£ 23.50	£ 24.20	£ 0.70	2.98%	Available online. Increase by inflation	
Re	PL 7 Planning Conservation Publications	Planning	Schedule of Building of local or historic interest	Each	£ 37.00	£ 38.00	£ 1.00	2.70%	Available online. Increase by inflation	
Re	PL 8 Planning Conservation Publications	Planning	(for residents only)	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Available online. Increase by inflation	
Re	PL 9 Planning Conservation Publications	Planning	Statutory List extracts	Each	£ 23.00	£ 23.70	£ 0.70	3.04%	Inflationary increase	
Re	PL 10 Planning Conservation Publications	Planning	One building per extra copy	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	
Re	PL 11 Planning Conservation Publications	Planning	Article 4 Directions per area	Each	£ 34.00	£ 35.00	£ 1.00	2.94%	Inflationary increase	
Re	PL 12 Planning Conservation Publications	Planning	Conservation Area Maps	Each	£ 43.00	£ 44.30	£ 1.30	3.02%	Inflationary increase	
Re	PL 13 Planning Conservation Publications	Planning	(for residents only)	Each	£ 24.00	£ 24.70	£ 0.70	2.92%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 14 Planning Development Control Documents	Planning	Copies of Planning Decisions	Each	£ 31.00	£ 31.90	£ 0.90	2.90%	Inflationary increase	
Re	PL 15 Planning Development Control Documents	Planning	Copies of Enforcement Notices	Each	£ 31.00	£ 31.90	£ 0.90	2.90%	Inflationary increase	
Re	PL 16 Planning Development Control Documents	Planning	Weekly list of Planning applications per area by email	Each	Free	Free			No change	
Re	PL 17 Planning Development Control Documents	Planning	Tree Preservation Order Document	Full Each	£ 30.00	£ 30.90	£ 0.90	3.00%	Inflationary increase	
Re	PL 18 Planning Development Control Documents	Planning	Tree Preservation Order Extract	Each	£ 15.50	£ 15.90	£ 0.40	2.58%	Inflationary increase	
Re	PL 19 Planning Planning and Building Control	Planning	Photocopying per A3 copy	Each	£ 1.50	£ 1.50	£ -	0.00%	No change	
Re	PL 20 Planning Planning and Building Control	Planning	Photocopying per A4 copy	Each	£ 1.00	£ 1.00	£ -	0.00%	No change	
Re	PL 21 Planning Reproduction of maps/drawings	Planning	A1-A0	Each	£ 22.50	£ 23.00	£ 0.50	2.22%	Inflationary increase	
Re	PL 22 Planning Reproduction of maps/drawings	Planning	A2	Each	£ 17.10	£ 17.50	£ 0.40	2.34%	Inflationary increase	
Re	PL 23 Planning Reproduction of maps/drawings	Planning	A3	Each	£ 1.50	£ 1.50	£ -	0.00%	No change	
Re	PL 24 Planning Reproduction of maps/drawings	Planning	A4	Each	£ 1.00	£ 1.00	£ -	0.00%	No change	
Re	Cancellation of applications/ withdrawal	Planning	Charge made for withdrawal of application post registration prior to consideration by a planning officer	Each	25% of application fee	25% of application fee			No change	
Re	PL 25 Planning PDF copy of applications	Planning	Per CD/ USB stick	Each	£ 36.00	£ 37.00	£ 1.00	2.78%	Inflationary increase	
Re	PL 26 Planning PDF copy of applications	Planning	(for residents only)	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 27 Planning Historic Planning Information	Planning	Price per file	Each	£ 18.00	£ 18.50	£ 0.50	2.78%	Inflationary increase	
Re	PL 28 Planning Historic Planning Information	Planning	(for residents only for applications decided before 1 Jan 200) Requests for files may take a month to process as the files are archived off site.	Each	£ 12.00	£ 12.30	£ 0.30	2.50%	Inflationary increase	
Re	PL 29 Planning Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice	Each	£ 450.00	£ 463.50	£ 13.50	3.00%	Inflationary increase	
Re	PL 30 Planning Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice – one hour meeting included	Each	£ 529.00	£ 544.80	£ 15.80	2.99%	Inflationary increase	
Re	PL 31 Planning Enforcement Specific Charges	Planning	Consideration of clauses in a S106 obligation	per hour	£ 357.00	£ 367.50	£ 10.50	2.94%	Inflationary increase	
Re	PL 32 Planning Enforcement Specific Charges	Planning	Enforcement meeting (at the Head of Development Management's discretion)	per hour	£ 357.00	£ 367.50	£ 10.50	2.94%	Inflationary increase	
Re	PL 33 Planning Correspondence requiring research to	Planning	Per question per address	Per question per address	£ 83.00	£ 85.50	£ 2.50	3.01%	Inflationary increase	
Re	PL 34 Planning Correspondence requiring research to	Planning	Enforcement Enquiry per question per address	Per question per address	£ 83.00	£ 85.50	£ 2.50	3.01%	Inflationary increase	
Re	PL 35 Planning High Hedge Complaints	Planning	Complaint Investigation (50% discount for income support)	Per address	£ 645.00	£ 664.00	£ 19.00	2.95%	Inflationary increase	
Re	PL 36 Planning Postage	Planning	A5	Each	£ 2.09	£ 2.15	£ 0.06	2.87%	Inflationary increase	
Re	PL 37 Planning Postage	Planning	A4 package	Each	£ 6.42	£ 6.60	£ 0.18	2.80%	Inflationary increase	
Re	PL 38 Planning Postage	Planning	A4	Each	£ 4.28	£ 4.40	£ 0.12	2.80%	Inflationary increase	
Re	PL 39 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category A (Complex - 150+ residential units or 4000m <sup>2</sup> + of commercial floor space)	Initial meeting	£ 10,030.00	£ 10,330.00	£ 300.00	2.99%	Inflationary increase	
Re	PL 40 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category B (Complex - 100+ residential units or 4000m <sup>2</sup> + of commercial floor space)	Initial meeting	£ 7,799.00	£ 8,033.00	£ 234.00	3.00%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 41 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category C (Complex - 25+ residential units or 2000m <sup>2</sup> + of commercial floor space)	Initial meeting	£ 5,572.00	£ 5,740.00	£ 168.00	3.02%	Inflationary increase	
Re	PL 42 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category D (Major - 10-24 residential units or 1000m <sup>2</sup> -2000m <sup>2</sup> commercial floor space)	Initial meeting	£ 3,000.00	£ 3,090.00	£ 90.00	3.00%	Inflationary increase	
Re	PL 43 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category E (Minor - 2-9 residential units, 100m <sup>2</sup> -900m <sup>2</sup> commercial floor space) HMO's (100m <sup>2</sup> - 999m <sup>2</sup> )	Initial meeting	£ 1,710.00	£ 1,761.00	£ 51.00	2.98%	Inflationary increase	
Re	PL 44 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category F (Minor - 2-4 residential units, 100m <sup>2</sup> -999m <sup>2</sup> commercial floor space) HMO above 100m <sup>2</sup>	Written Advice only, no meeting	£ 915.00	£ 942.50	£ 27.50	3.01%	Inflationary increase	
Re	PL 45 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category G Creation of one residential unit: creation of one additional residential house or flat; The replacement of an existing residential unit; The conversion of 1 property into 2 residential units, including demolition and rebuild Not within a conservation area	Written Advice only, no meeting	£ 303.00	£ 312.00	£ 9.00	2.97%	Inflationary increase	
Re	PL 46 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category H Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues with meeting including Heritage Officer	Initial meeting	£ 920.00	£ 947.50	£ 27.50	2.99%	Inflationary increase	
Re	PL 47 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category I Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues	Written Advice only, no meeting	£ 650.00	£ 669.50	£ 19.50	3.00%	Inflationary increase	
Re	PL 48 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category J Small scale development: Small extensions/ alterations (including advertisements) to commercial or similar premises below the threshold of category F; Small changes of use to such premises below the threshold of category F; Other small scale developments below the threshold of category F HMO below 100m <sup>2</sup>	Written Advice only, no meeting	£ 220.00	£ 226.50	£ 6.50	2.95%	Inflationary increase	
Re	PL 49 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category K (Householder development: Extensions or alterations to a single residential unit)	Written Advice only, no meeting	£ 120.00	£ 123.50	£ 3.50	2.92%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 50 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category L Householder development: Extensions or alterations to a single residential unit with heritage issues	Written Advice only, no meeting	£ 180.00	£ 185.40	£ 5.40	3.00%	Inflationary increase	
Re	PL 51 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Case Officer up to Principal Planner	Per hour	£ 238.00	£ 245.00	£ 7.00	2.94%	Inflationary increase	
Re	PL 52 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Team Leader/Manager	Per hour	£ 297.00	£ 306.00	£ 9.00	3.03%	Inflationary increase	
Re	PL 53 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Service Heads and Directors	Per hour	£ 357.00	£ 367.50	£ 10.50	2.94%	Inflationary increase	
Re	PL 54 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Specialist Advice (Trees, Conservation & Design, Highways)	Per hour	£ 297.00	£ 306.00	£ 9.00	3.03%	Inflationary increase	
Re	Additional Services	Planning	Choice of case officer	Per application	10% on category charge, £53.50 minimum charge	10% on category charge, £55.00 minimum charge	£ 1.50	2.80%	Inflationary increase	
Re	Additional Services	Planning	Consultation in relation to proposed tree work, with written notes	Base fee + per tree	£445.50 £50.00	£ 458.50	£ 13.00	2.92%	Inflationary increase	
Re	PL 55 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 1 1- Registration of application within 24 hours 2- Consultation of neighbouring properties within 24 hours. 3- Provision of an officer's recommendation within 5 weeks of validation		£ 373.00	£ 384.00	£ 11.00	2.95%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 56 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 2 Visit to site within 5 working days of registration - only where Service 1 is taken		£ 107.00	£ 110.00	£ 3.00	2.80%	Inflationary increase	
Re	PL 57 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 3 a- Registration of application within 1 day b - Review of the information submitted with the application within 2 working days of the site visit, if Service 2 accepted, or 7 working days from the validation (if Service 2 not accepted) c- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£ 305.00	£ 314.00	£ 9.00	2.95%	Inflationary increase	
Re	PL 58 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 4 a- Registration of application within 1 day b - Consultation of neighbours within 1 working day c- Provision of an officer's recommendation within 1 working day following on from the end of the consultation period (28 days)		£ 650.00	£ 669.50	£ 19.50	3.00%	Inflationary increase	
Re	PL 62 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Additional and faster services		on request	on request				
Re	PL 63 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 8 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 15 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£ 106.50	£ 109.50	£ 3.00	2.82%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 64 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 9 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 5 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£ 320.00	£ 329.50	£ 9.50	2.97%	Inflationary increase	
Re	PL 65 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 10 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 2 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£ 425.00	£ 437.50	£ 12.50	2.94%	Inflationary increase	
Re	PL 66 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 11 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 10 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£ 270.00	£ 278.00	£ 8.00	2.96%	Inflationary increase	
Re	PL 67 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 12 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working day of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working day of receipt of acceptable amendments / additional information		£ 640.00	£ 659.00	£ 19.00	2.97%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 68 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Additional and faster services		on request	on request				
Re	PL 69 Planning Pre Application Performance Agreement - Fast Track - office to residential notifications	Planning	Service 13 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 4 weeks of validation		£ 367.53	£ 378.50	£ 10.97	2.98%	Inflationary increase	
Re	PL 70 Planning Pre Application Performance Agreement - Fast Track - Office to Residential Prior Notifications	Planning	Service 14 Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.		£ 78.71	£ 81.00	£ 2.29	2.91%	Inflationary increase	
Re	PL 71 Planning Pre Application Performance Agreement - Fast Track - Office to Residential Prior Notifications	Planning	Additional and faster services		on request	on request				
Re	PL 72 Planning Pre Application Performance Agreement - Larger Home Extensions Prior Notifications	Planning	Service 15 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 5 weeks of validation		£ 200.00	£ 206.00	£ 6.00	3.00%	Inflationary increase	
Re	PL 73 Planning Pre Application Performance Agreement - Larger Home Extensions Prior Notifications	Planning	Additional and faster services		on request	on request				

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 74 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 16 - Small Minor 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 1 - 4 residential units / 100m2 - 999m2		£ 205.00	£ 211.00	£ 6.00	2.93%	Inflationary increase	
Re	PL 75 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 17 - Small Minor 1- Review of the information submitted within 5 working days from the validation of the application 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application. 1 - 4 residential units / 100m2 - 999m2		£ 307.00	£ 316.00	£ 9.00	2.93%	Inflationary increase	
Re	PL 76 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 19 - Small Minor Provision of an officer's recommendation within 5 weeks of validation. 1 - 4 residential units / 100m2 - 999m2		£ 205.00	£ 211.00	£ 6.00	2.93%	Inflationary increase	
Re	PL 77 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 20 - Large Minor 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 5 - 9 residential units / 1000m2		£ 305.00	£ 314.00	£ 9.00	2.95%	Inflationary increase	
Re	PL 78 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 21 - Large Minor 1- Review of the information submitted within 5 working days from the validation of the application 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application. 5 - 9 residential units / 1000m2		£ 425.00	£ 437.50	£ 12.50	2.94%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 79 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 23 - Large Minor Provision of an officer's recommendation within 5 weeks of validation. 5 - 9 residential units / 1000m2		£ 305.00	£ 314.00	£ 9.00	2.95%	Inflationary increase	
Re	PL 80 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Additional and faster services		on request	on request				
Re	PL 81 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Tailored service - Quote provided on request		on request	on request				
Re	PL 82 Planning Pre Application Performance Agreement - Fast Track - Major Applications	Planning	Tailored service - Quote provided on request		on request	on request				
Re	PL 83 Planning Pre-Application advice - Fast Track - Categories D, E and F	Planning	Service 24 1- Accelerated offer of meeting at our offices (or on site) within 10 working days 2- Provision of meeting notes within 3 working days of meeting		25% of standard base pre-application fee	25% of standard base pre-application fee			No change	
Re	PL 84 Planning Pre-Application advice - Fast Track - Categories D, E and F	Planning	Service 25 1- Accelerated offer of meeting at our offices (or on site) within 5 working days 2- Provision of meeting notes within 3 working days of meeting		50% of standard base pre-application fee	50% of standard base pre-application fee			No change	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 85 Planning Pre-Application advice - Fast Track - Categories D, E and F	Planning	Service 26 1- Accelerated offer of meeting at our offices (or on site) within 2 working days 2- Provision of meeting notes within 3 working days of meeting		75% of standard base pre-application fee	75% of standard base pre-application fee			No change	
Re	PL 86 Planning Pre-Application advice - Fast Track - Categories D, E and F	Planning	Additional and faster services on request		on request	on request				
Re	PL 87 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 27 Accelerated offer of meeting at our offices (or on site) within 10 working days		25% of standard base pre-application fee	25% of standard base pre-application fee			No change	
Re	PL 88 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 28 Accelerated offer of meeting at our offices (or on site) within 5 working days		50% of standard base pre-application fee	50% of standard base pre-application fee			No change	
Re	PL 89 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 29 Accelerated offer of meeting at our offices (or on site) within 2 working days		75% of standard base pre-application fee	75% of standard base pre-application fee			No change	
Re	PL 90 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 30 Provision of written notes within 6 working days of meeting		£ 55.00	£ 56.60	£ 1.60	2.91%	Inflationary increase	
Re	PL 91 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 31 Provision of written notes within 3 working days of meeting		£ 107.00	£ 110.00	£ 3.00	2.80%	Inflationary increase	
Re	PL 92 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 32 Provision of written notes within 6 working days of request (when no meeting is required)		£ 107.00	£ 110.00	£ 3.00	2.80%	Inflationary increase	
Re	PL 93 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Service 33 Provision of written notes within 3 working days of request (when no meeting is required)		£ 208.00	£ 214.00	£ 6.00	2.88%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 94 Planning Pre-Application advice - Fast Track - Categories G and J	Planning	Additional and faster services on request		on request	on request				
Re	PL 95 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 34 Accelerated offer of meeting at our offices (or on site) within 6 working days		£ 160.00	£ 164.50	£ 4.50	2.81%	Inflationary increase	
Re	PL 96 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 35 Accelerated offer of meeting at our offices (or on site) within 3 working days		£ 320.00	£ 329.50	£ 9.50	2.97%	Inflationary increase	
Re	PL 97 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 36 Accelerated offer of meeting at our offices (or on site) within 1 working days		£ 535.00	£ 551.00	£ 16.00	2.99%	Inflationary increase	
Re	PL 98 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 37 Provision of written notes within 6 working days of meeting		£ 20.99	£ 21.60	£ 0.61	2.91%	Inflationary increase	
Re	PL 99 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 38 Provision of written notes within 3 working days of meeting		£ 80.00	£ 82.40	£ 2.40	3.00%	Inflationary increase	
Re	PL 100 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 39 Provision of written notes within 1 working days of meeting		£ 160.00	£ 164.80	£ 4.80	3.00%	Inflationary increase	
Re	PL 101 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 40 Provision of written notes within 6 working days (when no meeting is required)		£ 78.50	£ 80.80	£ 2.30	2.93%	Inflationary increase	
Re	PL 102 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 41 Provision of written notes within 3 working days (when no meeting is required)		£ 156.50	£ 161.00	£ 4.50	2.88%	Inflationary increase	
Re	PL 103 Planning Pre-Application advice - Fast Track - Category K	Planning	Service 42 Provision of written notes within 1 working day (when no meeting is required)		£ 313.00	£ 322.40	£ 9.40	3.00%	Inflationary increase	

Planning (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 104 Planning Pre-Application advice - Fast Track - Category K	Planning	Additional and faster services on request		on request	on request				
Re	PL 105 Planning Performance Agreements	Planning	Service 43 10 to 24 residential units or 1000-1999 m <sup>2</sup> commercial floorspace		£ 6,500.00	£ 6,695.00	£ 195.00	3.00%	Inflationary increase	
Re	PL 106 Planning Performance Agreements	Planning	Service 44 25 to 49 residential units or 2000-3999m <sup>2</sup> commercial floorspace		£ 9,700.00	£ 9,991.00	£ 291.00	3.00%	Inflationary increase	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 1 Land Charges	Land Charges	Full Search		£217.26	£217.26	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 2 Land Charges	Land Charges	Expedited 24 hr Full Search		£261.12	£261.12	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 3 Land Charges	Land Charges	Certificate of Search (LLC1)		£70.38	£70.38	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 4 Land Charges	Land Charges	Additional Enquiries (each)		£47.94	£47.94	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 5 Land Charges	Land Charges	Extra Parcels of Land (each)		£47.94	£47.94	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 6 Land Charges	Land Charges	CON29 ONLY		£146.88	£146.88	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 7 Land Charges	Land Charges	Search refresh - within 93 days of original search		£92.31	£92.31	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Online Search - via NLIS</b>										
Re	LC 8 Land Charges	Land Charges	NLIS full search		£213.18	£213.18	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 9 Land Charges	Land Charges	NLIS LLC1		£68.93	£68.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 10 Land Charges	Land Charges	NLIS CON 29		£144.23	£144.23	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 11 Land Charges	Land Charges	Any one requesting 9 Searches or more at the same time will be entitled to a 10% discount.							
<b>Personal Searches</b>										
Re	LC 12 Land Charges	Land Charges	One Parcel of Land (copy of documentation provided)		£27.03	£27.03	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 13 Land Charges	Land Charges	Extra Parcels of Land (each)		£1.50	£1.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 14 Land Charges	Land Charges	Inspection of Documents		£3.05	£3.05	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Copy of Official Documentation</b>										
Re	LC 15 Land Charges	Land Charges	Copies of Planning Decisions	Each	£30.14	£30.14	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 16 Land Charges	Land Charges	Copies of Enforcement Notices	Each	£30.14	£30.14	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 17 Land Charges	Land Charges	Tree Preservation Order - Full Document	Each	£30.14	£30.14	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 18 Land Charges	Land Charges	Listed Buildings	Each	£43.45	£43.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 19 Land Charges	Land Charges	Light Obstruction Notices	Each	£40.29	£40.29	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 20 Land Charges	Land Charges	Repair Notices	Each	£38.45	£38.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 21 Land Charges	Land Charges	Improvement Grants	Each	£38.45	£38.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 22 Land Charges	Land Charges	Covenants	Each	£38.45	£38.45	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 23 Land Charges	Land Charges	Agreements	Each	£52.02	£52.02	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 24 Land Charges	Land Charges	Article 4 Directions	Each	£33.25	£33.25	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 25 Land Charges	Land Charges	Duplicate Searches	Each	£49.82	£49.82	0.00	0.00%	2019/20 to be subject to future DRP	
<b>CON29R Enquires of local authority (2007)</b>										
<b>Planning and Building Regulations</b>										
<b>1.1. Planning and building decisions and pending applications</b>										
Which of the following relating to the property have been granted, issued or refused or (were applicable) are the subject of pending applications?										
Re	LC 26 Land Charges	Land Charges	(a) a planning permission *		£17.64	£17.64	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 27 Land Charges	Land Charges	(b) a listed building consent *							
Re	LC 28 Land Charges	Land Charges	(c) a conservation area consent *							
Re	LC 29 Land Charges	Land Charges	(d) a certificate of lawfulness of existing use or development *							
Re	LC 30 Land Charges	Land Charges	(e) a certificate of lawfulness of proposed use or development *							
Re	LC 31 Land Charges	Land Charges	(f) building regulations approval		£17.64	£17.64	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 32 Land Charges	Land Charges	(g) a building regulation completion certification							
Re	LC 33 Land Charges	Land Charges	(h) any building regulations certificate or notice issued in respect of work carried out under a competent person self-certification scheme							

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>1.2. Planning designations and proposals</b>										
Re	LC 34 Land Charges	Land Charges	What designations of land use for the property or the area, and what specific proposals of the property, are contained in any existing or proposed development plan?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Roads</b>										
<b>2.1 Roadways, footways and footpaths</b>										
Which of the roads, footways and footpaths named in the application for this search (via boxes B and C) are:										
Re	LC 35 Land Charges	Land Charges	(a) highways maintainable at public expense *		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 36 Land Charges	Land Charges	(b) subject to adoption and, supported by a bond and bond waver		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 37 Land Charges	Land Charges	c) to be made up by a local authority who will reclaim the cost from the frontagers		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 38 Land Charges	Land Charges	(d) to be adopted by a local authority without reclaiming the cost from the frontagers		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 39 Land Charges	Land Charges	2.2 Is any public right of way which abuts on, or crosses the property, shown in a definitive map or revised definitive map?		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 40 Land Charges	Land Charges	2.3 Are there any pending applications to record a public right of way which abuts or crosses the property, on the register?		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 41 Land Charges	Land Charges	2.4 Are there any legal orders to stop up, or divert, alter or create a public right of way which abuts on, or crosses the property, not yet implemented or shown on a revised definitive map?		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 42 Land Charges	Land Charges	2.5 If so, please attach a plan showing the approximate route.		£17.85	£17.85	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Other Matters</b>										
<b>3.1 Land required for public purposes</b>										
Re	LC 43 Land Charges	Land Charges	Is the property included in the land required for public purposes?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.2 Land to be acquired for road works</b>										
Re	LC 44 Land Charges	Land Charges	Is the property included in land to be acquired for road works?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.3 Drainage agreements and consents</b>										
Re	LC 45 Land Charges	Land Charges	Do either of the following exist in relation to the property?		Please contact Thames Water or Veola	Please contact Thames Water or Veola	N/A	N/A		
Re	LC 46 Land Charges	Land Charges	(a) an agreement to drain buildings in combination into an existing sewer by means of a private sewer **							
Re	LC 47 Land Charges	Land Charges	(b) an agreement or consent for (i) a building, or (ii) extension to a building on the property, to be built over, or in the vicinity of a drain, sewer or disposal main? **							
<b>3.4 Nearby road schemes</b>										
Is the property (or will it be) within 200 metres of any of the following?										
Re	LC 48 Land Charges	Land Charges	(a) the centre line of a new trunk road or special road specified in any order, draft order or scheme		£18.15	£18.15	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 49 Land Charges	Land Charges	(b) the centre line of a proposed alteration or improvement to an existing road involving construction of a subway, underpass flyover, footbridge, elevated road or duel carriageway		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 50 Land Charges	Land Charges	c) the outer limits of construction works for a proposed alteration or improvement to an existing road involving (i) construction of a roundabout (other than a mini roundabout) or (ii) widening by construction of one additional traffic lanes		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 51 Land Charges	Land Charges	(d) the outer limits of (i) construction of a new road to be built by a local authority (ii) an approved alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (iii) construction of a roundabout (other than a mini roundabout) or widening by construction or one or more additional traffic lanes.		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 52 Land Charges	Land Charges	(e) the centre line of the line proposed route of the new road under proposals published for public consultation		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 53 Land Charges	Land Charges	(f) the outer limits of (i) construction of a proposed alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (ii) construction of a roundabout (other than a mini roundabout) (iii) widening by construction of one or more additional traffic lanes, under proposals published for public consultation		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.5. Nearby railway schemes</b>										
Re	LC 54 Land Charges	Land Charges	Is the property (or will it be) within 200 metres of the centre line of a proposed railway, tram, light railway or monorail?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.6. Traffic schemes</b>										
Has a local authority approved but not yet implemented any of the following for the roads, footways and footpaths (named in box B) which abut the boundaries of the property?										
Re	LC 55 Land Charges	Land Charges	(a) permanent stopping up or diversion		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 56 Land Charges	Land Charges	(b) waiting or loading restrictions		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 57 Land Charges	Land Charges	c) one way driving		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 58 Land Charges	Land Charges	(d) prohibition of driving		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 59 Land Charges	Land Charges	(e) pedestrianisation		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 60 Land Charges	Land Charges	(f) vehicle width or weight restriction		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 61 Land Charges	Land Charges	(g) traffic calming works including road humps		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 62 Land Charges	Land Charges	(h) residents parking controls		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 63 Land Charges	Land Charges	(i) minor road widening of improvement		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 64 Land Charges	Land Charges	(j) pedestrian crossings		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 65 Land Charges	Land Charges	(k) cycle tracks		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 66 Land Charges	Land Charges	(l) bridge building		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.7. Outstanding notices</b>										
Do any statutory notices which relate to the following matters subsist in relation to the property other than those revealed in a response to any other enquiry in this form?										
Re	LC 67 Land Charges	Land Charges	(a) building works		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 68 Land Charges	Land Charges	(b) environment		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 69 Land Charges	Land Charges	c) health and safety		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 70 Land Charges	Land Charges	(d) housing		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 71 Land Charges	Land Charges	(e) highways		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 72 Land Charges	Land Charges	(f) public health		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.8. Contravention of building regulations</b>										
Re	LC 73 Land Charges	Land Charges	Has a local authority authorised in relation to the property any proceedings for the contravention of any provision contained in Building Regulations?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.9 Notices, orders, directions and proceedings under Planning Acts</b>										
Do any of the following subsist in relation to the property, or has a local authority decided to issue, serve, make or commence any of the following?										
Re	LC 74 Land Charges	Land Charges	(a) an enforcement notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 75 Land Charges	Land Charges	(b) a stop notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 76 Land Charges	Land Charges	(c) a listed building enforcement notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 77 Land Charges	Land Charges	(d) a breach of condition notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 78 Land Charges	Land Charges	(e) a planning contravention notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 79 Land Charges	Land Charges	(f) another notice relation to a breach of planning control		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 80 Land Charges	Land Charges	(g) a listed building repairs notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 81 Land Charges	Land Charges	(h) in the case of a listed building deliberately allowed to fall into disrepair, a compulsory purchase order with a direction for minimum compensation		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 82 Land Charges	Land Charges	(i) a building preservation notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 83 Land Charges	Land Charges	(j) a direction restricting permitted development		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 84 Land Charges	Land Charges	(k) an order revoking or modifying planning permission		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 85 Land Charges	Land Charges	(l) an order requiring discontinuance of use or alteration or removal of building works		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 86 Land Charges	Land Charges	(m) a tree preservation order		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 87 Land Charges	Land Charges	(n) proceedings to enforce a planning agreement or planning contribution		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.10 Community Infrastructure Levy</b>										
Re	LC 88 Land Charges	Land Charges	(a) Is there a CIL charging schedule?		£17.50	£17.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 89 Land Charges	Land Charges	Yes - There are two charging schedules (i) Mayor of London CIL Charging Schedule (ii) London Borough of Barnet CIL Charging Schedule							
Re	LC 90 Land Charges	Land Charges	(b) If, yes, do any of the following subsist in relation to the property, or has a Local Authority decided to issue, serve, make or commence any of the following?:		£17.50	£17.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 91 Land Charges	Land Charges	(i) a liability notice?							
Re	LC 92 Land Charges	Land Charges	(ii) a notice of chargeable development?							
Re	LC 93 Land Charges	Land Charges	(iii) a demand notice?							
Re	LC 94 Land Charges	Land Charges	(iv) a default liability notice?							
Re	LC 95 Land Charges	Land Charges	(v) an assumption of liability notice?							
Re	LC 96 Land Charges	Land Charges	(vi) a commencement notice?							
Re	LC 97 Land Charges	Land Charges	(c) Has any demand notice been suspended?							
Re	LC 98 Land Charges	Land Charges	(d) Has the Local Authority received full or partial payment of any CIL liability?		£17.50	£17.50	1.00	5.71%	2019/20 to be subject to future DRP	
Re	LC 99 Land Charges	Land Charges	(e) Has the Local Authority received any appeal against any of the above?							
Re	LC 100 Land Charges	Land Charges	(f) Has a decision been taken to apply for a liability order?							
Re	LC 101 Land Charges	Land Charges	(g) Has a liability order been granted?							
Re	LC 102 Land Charges	Land Charges	(h) Have any other enforcement measures been taken?							

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.11 Conservation area</b>										
Do the following apply in relation to the property?										
Re	LC 103 Land Charges	Land Charges	(a) the making of the area a conservation area before 31 August 1974		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 104 Land Charges	Land Charges	(b) an unimplemented resolution to designate the area a conservation area		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.12 Compulsory purchase</b>										
Re	LC 105 Land Charges	Land Charges	Has any enforceable order or decision been made to compulsorily purchase or acquire the property?		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.13 Contaminated land</b>										
Do any of the following apply (including any relating land adjacent to or adjoining the property which has been identified as contaminated land because it is in such a condition that harm or pollution of controlled waters might be caused on the property)?										
Re	LC 106 Land Charges	Land Charges	(a) a contaminated land notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 107 Land Charges	Land Charges	(b) in relation to a register maintained under section 78R of the Environmental Protection Act 1990		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 108 Land Charges	Land Charges	(i) a decision to make an entry							
Re	LC 109 Land Charges	Land Charges	(ii) an entry							
Re	LC 110 Land Charges	Land Charges	c) consultation with the owner or occupier of the property conducted under section 78G(3) of the Environmental Protection Act 1990 before the service of a remediation notice		£11.93	£11.93	0.00	0.00%	2019/20 to be subject to future DRP	
<b>3.14 Radon gas</b>										
Re	LC 111 Land Charges	Land Charges	Do records indicate that the property is in a 'Radon Affected Area' as identified by the Health Protection Agency?		Not available from LA	Not available from LA	N/A	N/A		
Re	LC 112 Land Charges	Land Charges	* Information available free of charge online							

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
<b>3.15 Assets of Community Value</b>										
Re	LC 113 Land Charges	Land Charges	(a) Has the property been nominated as an asset of community value?		£11.50	£11.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 114 Land Charges	Land Charges	(i) Is it listed as an asset of community value?							
Re	LC 115 Land Charges	Land Charges	(ii) Was it excluded and placed on the "nominated but not listed" list?							
Re	LC 116 Land Charges	Land Charges	(iii) Has the listing expired?							
Re	LC 117 Land Charges	Land Charges	(iv) Is the Local Authority reviewing or proposing to review the listing?							
Re	LC 118 Land Charges	Land Charges	(v) Are there any subsisting appeals against the listing?							
Re	LC 119 Land Charges	Land Charges	(b) If the property is listed		£11.50	£11.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 120 Land Charges	Land Charges	(i) Has the Local Authority decided to apply to the Land Registry for an entry or cancellation of a restriction in respect of listed land affecting the property?							
Re	LC 121 Land Charges	Land Charges	(ii) Has the Local Authority received a notice of disposal?							
Re	LC 122 Land Charges	Land Charges	(iii) Has an community interest group requested to be treated as a bidder?							
<b>CON 290 Optional enquiries of the Local Authority (2007)</b>										
Re	LC 123 Land Charges	Land Charges	4. Road proposals by private bodies		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 124 Land Charges	Land Charges	5. Advertisements		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 125 Land Charges	Land Charges	6. Completion notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 126 Land Charges	Land Charges	7 Parks and Countryside		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 127 Land Charges	Land Charges	8. Pipelines		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 128 Land Charges	Land Charges	9. Houses in multiple occupation		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	

Land Charges (Re) Fees and Charges 2018/19

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/ above inflation
Re	LC 129 Land Charges	Land Charges	10. Noise abatement		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 130 Land Charges	Land Charges	11. Urban development areas		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 131 Land Charges	Land Charges	12. Enterprise zones, Local Development Orders & BIDS		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 132 Land Charges	Land Charges	13. Inner urban improvement areas		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 133 Land Charges	Land Charges	14. Simplified planning zones		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 134 Land Charges	Land Charges	15. Land maintenance notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 135 Land Charges	Land Charges	16. Mineral Consultation and Safeguarding Areas		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 136 Land Charges	Land Charges	17. Hazardous substance consents		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 137 Land Charges	Land Charges	18. Environmental and pollution notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 138 Land Charges	Land Charges	19. Food safety notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 139 Land Charges	Land Charges	20. Hedgerow notices		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 140 Land Charges	Land Charges	21. Flood Defence and Land Drainage Consents		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	
Re	LC 141 Land Charges	Land Charges	22. Common land and town or village greens		£23.97	£23.97	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Weights and Measures Testing</b>											
Re	TSL 1 Trading Standards and Licensing	Trading Standards and Licensing	TSL 1	Linear Measure not exceeding 3m for each scale	Each	£13.25	£13.25	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 2 Trading Standards and Licensing	Trading Standards and Licensing	TSL 2	Capacity measures (without divisions or sub divisions) (not exceeding 1 L)	Each	£13.25	£13.25	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 3 Trading Standards and Licensing	Trading Standards and Licensing	TSL 3	Cubic Ballast measures (other than brim measures)	Each	£199.00	£199.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Petrol Pumps</b>											
Re	TSL 4 Trading Standards and Licensing	Trading Standards and Licensing	TSL 4	1 meter test	Each	£153.50	£153.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 5 Trading Standards and Licensing	Trading Standards and Licensing	TSL 5	2 meter tests	Each	£255.50	£255.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 6 Trading Standards and Licensing	Trading Standards and Licensing	TSL 6	3 meter tests	Each	£320.00	£320.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 7 Trading Standards and Licensing	Trading Standards and Licensing	TSL 7	4 meter tests	Each	£403.00	£403.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 8 Trading Standards and Licensing	Trading Standards and Licensing	TSL 8	5 meter tests	Each	£487.50	£487.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 9 Trading Standards and Licensing	Trading Standards and Licensing	TSL 9	6 meter tests	Each	£576.50	£576.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 10 Trading Standards and Licensing	Trading Standards and Licensing	TSL 10	7 meter tests	Each	£666.50	£666.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 11 Trading Standards and Licensing	Trading Standards and Licensing	TSL 11	8 meter tests	Each	£128.50	£128.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 12 Trading Standards and Licensing	Trading Standards and Licensing	TSL 12	Multigrade type (price computing) single outlet	Each	£128.50	£128.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 13 Trading Standards and Licensing	Trading Standards and Licensing	TSL 13	Other types (price computing) single outlet	Each	£128.50	£128.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 14 Trading Standards and Licensing	Trading Standards and Licensing	TSL 14	Container type unsubdivided	Each	£87.00	£87.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Other types</b>											
Re	TSL 15 Trading Standards and Licensing	Trading Standards and Licensing	TSL 15	Additional costs involved in testing ancillary equipment which require additional testing on site such as credit card acceptors	Per extra officer hour	£125.00	£125.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Measuring equipment</b>											
Re	TSL 16 Trading Standards and Licensing	Trading Standards and Licensing	TSL 16	Not exceeding 150ml	Each	£20.40	£20.40	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 17 Trading Standards and Licensing	Trading Standards and Licensing	TSL 17	Other	Each	£38.00	£38.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 18 Trading Standards and Licensing	Trading Standards and Licensing	TSL 18	Weights	per Officer Hour	£125.00	£125.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Weighing instruments</b>											
Re	TSL 19 Trading Standards and Licensing	Trading Standards and Licensing	TSL 19	<15kg	Each	£47.00	£47.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 20 Trading Standards and Licensing	Trading Standards and Licensing	TSL 20	15 - <100kg	Each	£65.00	£65.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 21 Trading Standards and Licensing	Trading Standards and Licensing	TSL 21	100kg - ,250kg	Each	£91.00	£91.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 22 Trading Standards and Licensing	Trading Standards and Licensing	TSL 22	250 -< 1 tonne	Each	£148.00	£148.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 23 Trading Standards and Licensing	Trading Standards and Licensing	TSL 23	1 tonne - < 10 tonne	Each	£199.00	£199.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 24 Trading Standards and Licensing	Trading Standards and Licensing	TSL 24	10 tonne - < 30 tonne	Each	£415.50	£415.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 25 Trading Standards and Licensing	Trading Standards and Licensing	TSL 25	30 tonne - < 60 tonne	Each	£638.50	£638.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 26 Trading Standards and Licensing	Trading Standards and Licensing	TSL 26	Additional costs involved in testing instruments calibrated to weigh	Per additional hour	£125.00	£125.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Measuring equipment for measuring liquid fuels in excess of 100L dispensed from road tankers</b>											
Re	TSL 27 Trading Standards and Licensing	Trading Standards and Licensing	TSL 27	Wet hose type, based on 2 liquids being used for testing	Each	£210.00	£210.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 28 Trading Standards and Licensing	Trading Standards and Licensing	TSL 28	Dry hose type, based on 2 liquids being used for testing	Each	£226.00	£226.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Dipstick measuring system</b>											
Re	TSL 28 Trading Standards and Licensing	Trading Standards and Licensing	TSL 28	2.1 up to and including 7600 L	Each	£195.00	£195.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 29 Trading Standards and Licensing	Trading Standards and Licensing	TSL 29	Replacement dipsticks (including examination of compartment)	Each	£50.00	£50.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 30 Trading Standards and Licensing	Trading Standards and Licensing	TSL 30	> 7600L	Each	£186.50 plus up to £124	£186.50 plus up to £124			2019/20 to be subject to future DRP	
Re	TSL 31 Trading Standards and Licensing	Trading Standards and Licensing	TSL 31	Initial dipstick	Each	£23.70	£23.70	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 32 Trading Standards and Licensing	Trading Standards and Licensing	TSL 32	Spare dipstick	Each	£23.70	£23.70	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Other weighing or measuring equipment</b>											
Re	TSL 33 Trading Standards and Licensing	Trading Standards and Licensing	TSL 33	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) during normal office hours	Per Officer Hour	£95.00	£95.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 34 Trading Standards and Licensing	Trading Standards and Licensing	TSL 34	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) outside of office hours	Per officer hour	£190.00	£190.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Fireworks</b>											
Re	TSL 35 Trading Standards and Licensing	Trading Standards and Licensing	TSL 35	Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				
Re	TSL 36 Trading Standards and Licensing	Trading Standards and Licensing	TSL 36	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 37 Trading Standards and Licensing	Trading Standards and Licensing	TSL 37	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				
Re	TSL 38 Trading Standards and Licensing	Trading Standards and Licensing	TSL 38	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				
Re	TSL 39 Trading Standards and Licensing	Trading Standards and Licensing	TSL 39	Varying the name of licensee or address of site	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE				
Re	TSL 40 Trading Standards and Licensing	Trading Standards and Licensing	TSL 40	Transfer of licence	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE				
Re	TSL 41 Trading Standards and Licensing	Trading Standards and Licensing	TSL 41	Replacement of licence if lost	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE				
Re	TSL 42 Trading Standards and Licensing	Trading Standards and Licensing	TSL 42	Any other kind of variation	Per application	£36.00	£36.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Sex Establishments</b>											
Re	TSL 43 Trading Standards and Licensing	Trading Standards and Licensing	TSL 43	Sex Establishments - new	Per application	2193 Fee 1. £1000 Fee 2 1193	2193 Fee 1. £1000 Fee 2 1193			2019/20 to be subject to future DRP	
Re	TSL 44 Trading Standards and Licensing	Trading Standards and Licensing	TSL 44	Sex Establishments - renewal	Per application	2193 Fee 1. £1000 Fee 2 1193	2193 Fee 1. £1000 Fee 2 1193			2019/20 to be subject to future DRP	
<b>Hypnotism</b>											
Re	TSL 45 Trading Standards and Licensing	Trading Standards and Licensing	TSL 45	Hypnotism	Per Event	£21.00	£21.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Street Trading</b>											
Re	TSL 46 Trading Standards and Licensing	Trading Standards and Licensing	TSL 46	Street Trading – Permanent licences	Per application	£550 per annum Fee 1. £100 Fee 2. £450 Discount of £6 if both fees paid at the same time.	£550 per annum Fee 1. £100 Fee 2. £450 Discount of £6 if both fees paid at the same time.			2019/20 to be subject to future DRP	
Re	TSL 47 Trading Standards and Licensing	Trading Standards and Licensing	TSL 47	Street Trading – Temporary Licences	Per application	£400 per 6 months Fee1. £100 Fee2. £300 £6 discount if paid at the same time £180 up to 2 months Fee 1. £100 Fee2. £80 £6 discount if paid at the same time	£400 per 6 months Fee1. £100 Fee2. £300 £6 discount if paid at the same time £180 up to 2 months Fee 1. £100 Fee2. £80 £6 discount if paid at the same time			2019/20 to be subject to future DRP	
Re	TSL 48 Trading Standards and Licensing	Trading Standards and Licensing	TSL 48	Casual temporary trader registration (12 months validity) £28.00	Per licence	£28.00	£28.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 49 Trading Standards and Licensing	Trading Standards and Licensing	TSL 49	Provisional trader registration (6 weeks at same market, only 1 can be applied for per applicant. Thereafter a 12 month registration is required)	Per licence	£10.00	£10.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - Permanent & Temporary licences Transfer	Per application	£25.00	£25.00			New	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - A Boards - Transfer of Licence	Per application	£25.00	£25.00			New	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - Permanent & Temporary licences Variation of Licence	Per application	£95.00	£95.00			New	
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - All Licences Change of details	Per application	£25.00	£25.00			New	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Trading Standards and Licensing	Trading Standards and Licensing		Street Trading - All Licences Duplicate Licence	Per application	£20.00	£20.00			New	
<b>Street Markets</b>											
Re	TSL 50 Trading Standards and Licensing	Trading Standards and Licensing	TSL 50	Permanent Street Market Traders Licence	Per month	£15.00	£15.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 51 Trading Standards and Licensing	Trading Standards and Licensing	TSL 51	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. Per event up to 7 days	Per trader, per event	£18.00	£18.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 52 Trading Standards and Licensing	Trading Standards and Licensing	TSL 52	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. One day event	Per trader	£15.00	£15.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 53 Trading Standards and Licensing	Trading Standards and Licensing	TSL 53	Occasional Street Market Traders Licence - Band 2: More than 30 traders. Per event up to 7 days	Per trader. Per event	£12.00	£12.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 54 Trading Standards and Licensing	Trading Standards and Licensing	TSL 54	Occasional Street Market Traders Licence - Band 2: More than 30 traders. One Day event	Per trader	£10.00	£10.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Advertising board licence</b>											
Re	TSL 55 Trading Standards and Licensing	Trading Standards and Licensing	TSL 55	Licence to place an Advertising or 'A' Board on the public highway	Per application	140 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time	140 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time			2019/20 to be subject to future DRP	
<b>Demarcation of Street Trading Pitches</b>											
Re	TSL 56 Trading Standards and Licensing	Trading Standards and Licensing	TSL 56	Demarcation of a street trading pitch by insertion of studs into the footway or road	Per stud	£21 per stud	£21 per stud			2019/20 to be subject to future DRP	
<b>Scrap Metal</b>											
Re	TSL 57 Trading Standards and Licensing	Trading Standards and Licensing	TSL 57	Site Licence New	Per application	570 Fee 1 £100 fee 2 £470 £6 discount if paid at the same time	570 Fee 1 £100 fee 2 £470 £6 discount if paid at the same time			2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 58 Trading Standards and Licensing	Trading Standards and Licensing	TSL 58	Site Licence variation	Per application	230 Fee 1 £100 fee 2 £130 £6 discount if paid at the same time	230 Fee 1 £100 fee 2 £130 £6 discount if paid at the same time			2019/20 to be subject to future DRP	
Re	TSL 59 Trading Standards and Licensing	Trading Standards and Licensing	TSL 59	Site Licence Renewal	Per application	450 Fee 1 £100 fee 2 350 £6 discount if paid at the same time	450 Fee 1 £100 fee 2 350 £6 discount if paid at the same time			2019/20 to be subject to future DRP	
Re	TSL 60 Trading Standards and Licensing	Trading Standards and Licensing	TSL 60	Site Licence Duplicate licence	Per application	£20.00	£20.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 61 Trading Standards and Licensing	Trading Standards and Licensing	TSL 61	Site Licence - Change of details	Per application	£30.00	£30.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 62 Trading Standards and Licensing	Trading Standards and Licensing	TSL 62	Collectors Licence New	Per application	265 Fee 1 £100 fee 2 £165 £6 discount if paid at the same time	265 Fee 1 £100 fee 2 £165 £6 discount if paid at the same time			2019/20 to be subject to future DRP	
Re	TSL 63 Trading Standards and Licensing	Trading Standards and Licensing	TSL 63	Collectors Licence Variation	Per application	130 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time	130 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time			2019/20 to be subject to future DRP	
Re	TSL 64 Trading Standards and Licensing	Trading Standards and Licensing	TSL 64	Collectors Licence renewal	Per application	200 Fee 1 £100 fee 2 £100 £6 discount if paid at the same time	200 Fee 1 £100 fee 2 £100 £6 discount if paid at the same time			2019/20 to be subject to future DRP	
Re	TSL 65 Trading Standards and Licensing	Trading Standards and Licensing	TSL 65	Collectors Licence duplicate	Per application	£20.00	£20.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 66 Trading Standards and Licensing	Trading Standards and Licensing	TSL 66	Collectors Licence - Change of details	Per application	£30.00	£30.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Sports Grounds</b>											
Re	TSL 67 Trading Standards and Licensing	Trading Standards and Licensing	TSL 67	Fee for issue/amendment of a safety certificate for a designated stand under Safety at Sports Ground Act 1975.	Per application	£3,161.00	£3,161.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 68 Trading Standards and Licensing	Trading Standards and Licensing	TSL 68	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: Total capacity of sport ground 500-999	Per application	£856.00	£856.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 69 Trading Standards and Licensing	Trading Standards and Licensing	TSL 69	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: □ Total capacity of sport ground 1000-4999	Per application	£1,549.00	£1,549.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 70 Trading Standards and Licensing	Trading Standards and Licensing	TSL 70	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: □ Total capacity of sport ground 5000-9999	Per application	£3,162.00	£3,162.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 71 Trading Standards and Licensing	Trading Standards and Licensing	TSL 71	Fees for transfer of either a regulated stand or safety certificate	Per application	£1,071.00	£1,071.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 72 Trading Standards and Licensing	Trading Standards and Licensing	TSL 72	Fee for replacement or cancellation of either a regulated stand or safety certificate	Per application	£52.00	£52.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Film classification</b>											
Re	TSL 73 Trading Standards and Licensing	Trading Standards and Licensing	TSL 73	Fee for classification of a film	per film	£80.00	£80.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Gambling</b>											
Re	TSL 74 Trading Standards and Licensing	Trading Standards and Licensing	TSL 74	New Bingo Premises	Per application	£1,100.00	£1,100.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 75 Trading Standards and Licensing	Trading Standards and Licensing	TSL 75	New Adult Gaming Centre	Per application	£1,100.00	£1,100.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 76 Trading Standards and Licensing	Trading Standards and Licensing	TSL 76	New Betting Premises Track	Per application	£1,100.00	£1,100.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 77 Trading Standards and Licensing	Trading Standards and Licensing	TSL 77	New Family Entertainment Centre	Per application	£1,100.00	£1,100.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 78 Trading Standards and Licensing	Trading Standards and Licensing	TSL 78	New Betting Premises (Other)	Per application	£1,100.00	£1,100.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Annual fees</b>											
Re	TSL 79 Trading Standards and Licensing	Trading Standards and Licensing	TSL 79	Bingo Premises annual fee		£580.00	£580.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 80 Trading Standards and Licensing	Trading Standards and Licensing	TSL 80	Adult Gaming Centre annual fee		£580.00	£580.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 81 Trading Standards and Licensing	Trading Standards and Licensing	TSL 81	Betting Premises Track annual fee		£580.00	£580.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 82 Trading Standards and Licensing	Trading Standards and Licensing	TSL 82	Family Entertainment Centre annual fee		£580.00	£580.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 83 Trading Standards and Licensing	Trading Standards and Licensing	TSL 83	Betting Premises (Other) annual fee		£580.00	£580.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Provisional Statement</b>											
Re	TSL 84 Trading Standards and Licensing	Trading Standards and Licensing	TSL 84	Bingo Premises Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 85 Trading Standards and Licensing	Trading Standards and Licensing	TSL 85	Adult Gaming Centre Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 86 Trading Standards and Licensing	Trading Standards and Licensing	TSL 86	Betting Premises Track Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 87 Trading Standards and Licensing	Trading Standards and Licensing	TSL 87	Family Entertainment Centre Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 88 Trading Standards and Licensing	Trading Standards and Licensing	TSL 88	Betting Premises (Other) Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Application Fee – Provisional Statement Holders</b>											
Re	TSL 89 Trading Standards and Licensing	Trading Standards and Licensing	TSL 89	Bingo Premises Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 90 Trading Standards and Licensing	Trading Standards and Licensing	TSL 90	Adult Gaming Centre Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 91 Trading Standards and Licensing	Trading Standards and Licensing	TSL 91	Betting Premises Track Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 92 Trading Standards and Licensing	Trading Standards and Licensing	TSL 92	Family Entertainment Centre Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 93 Trading Standards and Licensing	Trading Standards and Licensing	TSL 93	Betting Premises (Other) Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Transfer</b>											
Re	TSL 94 Trading Standards and Licensing	Trading Standards and Licensing	TSL 94	Bingo Premises transfer	Per application	£1,060.00	£1,060.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 95 Trading Standards and Licensing	Trading Standards and Licensing	TSL 95	Adult Gaming Centre transfer	Per application	£1,060.00	£1,060.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 96 Trading Standards and Licensing	Trading Standards and Licensing	TSL 96	Betting Premises Track transfer	Per application	£950.00	£950.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 97 Trading Standards and Licensing	Trading Standards and Licensing	TSL 97	Family Entertainment Centre transfer	Per application	£950.00	£950.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 98 Trading Standards and Licensing	Trading Standards and Licensing	TSL 98	Betting Premises (Other) transfer	Per application	£2,060.00	£2,060.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Variation</b>											
Re	TSL 99 Trading Standards and Licensing	Trading Standards and Licensing	TSL 99	Bingo Premises Variation	Per application	£1,020.00	£1,020.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 100 Trading Standards and Licensing	Trading Standards and Licensing	TSL 100	Adult Gaming Centre Variation	Per application	£1,000.00	£1,000.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 101 Trading Standards and Licensing	Trading Standards and Licensing	TSL 101	Betting Premises Track Variation	Per application	£1,020.00	£1,020.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 102 Trading Standards and Licensing	Trading Standards and Licensing	TSL 102	Family Entertainment Centre Variation	Per application	£1,000.00	£1,000.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 103 Trading Standards and Licensing	Trading Standards and Licensing	TSL 103	Betting Premises (Other) Variation	Per application	£1,020.00	£1,020.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Reinstatement</b>											
Re	TSL 104 Trading Standards and Licensing	Trading Standards and Licensing	TSL 104	Bingo Premises Reinstatement	Per application	£600.00	£600.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 105 Trading Standards and Licensing	Trading Standards and Licensing	TSL 105	Adult Gaming Centre Reinstatement	Per application	£600.00	£600.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 106 Trading Standards and Licensing	Trading Standards and Licensing	TSL 106	Betting Premises Track Reinstatement	Per application	£600.00	£600.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 107 Trading Standards and Licensing	Trading Standards and Licensing	TSL 107	Family Entertainment Centre Reinstatement	Per application	£600.00	£600.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 108 Trading Standards and Licensing	Trading Standards and Licensing	TSL 108	Betting Premises (Other) Reinstatement	Per application	£6,000.00	£6,000.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Permit</b>											
Re	TSL 109 Trading Standards and Licensing	Trading Standards and Licensing	TSL 109	Notification of change of circumstances fee – All Premises	Per application	£50.00	£50.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 110 Trading Standards and Licensing	Trading Standards and Licensing	TSL 110	Copy of Licence Fee – All Premises	Per application	£25.00	£25.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 111 Trading Standards and Licensing	Trading Standards and Licensing	TSL 111	Licensed premises Gaming Machine Permit - New	Per application	£150.00	£150.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 112 Trading Standards and Licensing	Trading Standards and Licensing	TSL 112	Licensed premises Gaming Machine Permit - Annual Fee	each	£50.00	£50.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 113 Trading Standards and Licensing	Trading Standards and Licensing	TSL 113	Licensed premises Gaming Machine Permit - Variation	Per application	£100.00	£100.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 114 Trading Standards and Licensing	Trading Standards and Licensing	TSL 114	Licensed premises Gaming Machine Permit - Transfer	Per application	£25.00	£25.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 115 Trading Standards and Licensing	Trading Standards and Licensing	TSL 115	Notification of two of less gaming machines	per notification	£50.00	£50.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 116 Trading Standards and Licensing	Trading Standards and Licensing	TSL 116	Club Gaming Permit - New	Per application	£200.00	£200.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 117 Trading Standards and Licensing	Trading Standards and Licensing	TSL 117	Club Gaming Permit - Annual fee	each	£50.00	£50.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 118 Trading Standards and Licensing	Trading Standards and Licensing	TSL 118	Club Gaming Permit - Variation	Per application	£200.00	£200.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 119 Trading Standards and Licensing	Trading Standards and Licensing	TSL 119	Club Gaming Permit - New	Per application	£200.00	£200.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 120 Trading Standards and Licensing	Trading Standards and Licensing	TSL 120	Club Gaming Permit - Annual fee	each	£50.00	£50.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 121 Trading Standards and Licensing	Trading Standards and Licensing	TSL 121	Club Gaming Permit - Variation	Per application	£200.00	£200.00	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 122 Trading Standards and Licensing	Trading Standards and Licensing	TSL 122	Prize Gaming Permit - New	Per application	£200.00	£200.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 123 Trading Standards and Licensing	Trading Standards and Licensing	TSL 123	Prize Gaming Permit - renewal	Per application	£200.00	£200.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 124 Trading Standards and Licensing	Trading Standards and Licensing	TSL 124	Prize Gaming Permit - Change of name	Per application	£25.00	£25.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 125 Trading Standards and Licensing	Trading Standards and Licensing	TSL 125	Unlicensed Family Entertainment Centres - New	Per application	£300.00	£300.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 126 Trading Standards and Licensing	Trading Standards and Licensing	TSL 126	Unlicensed Family Entertainment Centres - Renewal	Per application	£200.00	£200.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 127 Trading Standards and Licensing	Trading Standards and Licensing	TSL 127	Unlicensed Family Entertainment Centres - Change of Name	Per application	£25.00	£25.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 128 Trading Standards and Licensing	Trading Standards and Licensing	TSL 128	Copy of All Permits	Per application	£15.00	£15.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 129 Trading Standards and Licensing	Trading Standards and Licensing	TSL 129	Small Society Lottery - New registration	Per registration	£40.00	£40.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 130 Trading Standards and Licensing	Trading Standards and Licensing	TSL 130	Small society Lottery - Renewal	each	£20.00	£20.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Licensing Act 2003 Fees</b>											
Re	TSL 131 Trading Standards and Licensing	Trading Standards and Licensing	TSL 131	New Premises Licence / Club Premises Certificate	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635			2019/20 to be subject to future DRP	
Re	TSL 132 Trading Standards and Licensing	Trading Standards and Licensing	TSL 132	Premises Licence / Club Premises Certificate - Provisional Statement	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635			2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 133 Trading Standards and Licensing	Trading Standards and Licensing	TSL 133	Premises licence/Club premises Certificate variation	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635			2019/20 to be subject to future DRP	
Re	TSL 134 Trading Standards and Licensing	Trading Standards and Licensing	TSL 134	Premises licence/Club premises Certificate - additional fees (new & variation)	Per application	£5,000 - 9999 people - £1000, 10,000- 14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000,	£5,000 - 9999 people - £1000, 10,000- 14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000,			2019/20 to be subject to future DRP	
Re	TSL 135 Trading Standards and Licensing	Trading Standards and Licensing	TSL 135	Premises licence/Club Premises Certificate - Annual Fee	each	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351			2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 136 Trading Standards and Licensing	Trading Standards and Licensing	TSL 136	Premises licence/Club premises Certificate - Annual fee additional fees	Per application	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 -	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 -			2019/20 to be subject to future DRP	
Re	TSL 137 Trading Standards and Licensing	Trading Standards and Licensing	TSL 137	Premises Licence - Transfer	Per application	£23.00	£23.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 138 Trading Standards and Licensing	Trading Standards and Licensing	TSL 138	Premises Licence - DPS variation	Per application	£23.00	£23.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 139 Trading Standards and Licensing	Trading Standards and Licensing	TSL 139	Temporary Event Notice/Late Temporary Event Notice	Per Notice	£21.00	£21.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 140 Trading Standards and Licensing	Trading Standards and Licensing	TSL 140	Personal Licence Application - New & Renewal	Per application	£37.00	£37.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 141 Trading Standards and Licensing	Trading Standards and Licensing	TSL 141	Duplicate copy of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 142 Trading Standards and Licensing	Trading Standards and Licensing	TSL 142	Change of details of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	0.00	0.00%	2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 143 Trading Standards and Licensing	Trading Standards and Licensing	TSL 143	Notification of Interest	per notification	£21.00	£21.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 144 Trading Standards and Licensing	Trading Standards and Licensing	TSL 144	Interim Authority Notice	per notification	£23.00	£23.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 145 Trading Standards and Licensing	Trading Standards and Licensing	TSL 145	Minor Variation Application	Per application	£89.00	£89.00	0.00	0.00%	2019/20 to be subject to future DRP	
Re	TSL 146 Trading Standards and Licensing	Trading Standards and Licensing	TSL 146	Minor Variation Application	Per application	£89.00	£89.00	0.00	0.00%	2019/20 to be subject to future DRP	
<b>Assisted Licensing</b>											
Re	TSL 147 Trading Standards and Licensing	Trading Standards and Licensing	TSL 147	Assistance with scrap metal application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110			2019/20 to be subject to future DRP	
Re	TSL 148 Trading Standards and Licensing	Trading Standards and Licensing	TSL 148	Assistance with street trading application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110			2019/20 to be subject to future DRP	
Re	TSL 149 Trading Standards and Licensing	Trading Standards and Licensing	TSL 149	Assistance with temporary event notice application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50			2019/20 to be subject to future DRP	
Re	TSL 150 Trading Standards and Licensing	Trading Standards and Licensing	TSL 150	Assistance with transfer application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80			2019/20 to be subject to future DRP	
Re	TSL 151 Trading Standards and Licensing	Trading Standards and Licensing	TSL 151	Assistance with full variation application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300			2019/20 to be subject to future DRP	
Re	TSL 152 Trading Standards and Licensing	Trading Standards and Licensing	TSL 152	Assistance with DPS variation application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80			2019/20 to be subject to future DRP	
Re	TSL 153 Trading Standards and Licensing	Trading Standards and Licensing	TSL 153	Assistance with minor variation application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50			2019/20 to be subject to future DRP	

Trading Standards and Licensing (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Reference	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 154 Trading Standards and Licensing	Trading Standards and Licensing	TSL 154	Assistance with new premises licence application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300			2019/20 to be subject to future DRP	
<b>General Consultancy Fees</b>											
Re	TSL 155 Trading Standards and Licensing	Trading Standards and Licensing	TSL 155	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120			2019/20 to be subject to future DRP	
Re	TSL 156 Trading Standards and Licensing	Trading Standards and Licensing	TSL 156	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £600 plus expenses			2019/20 to be subject to future DRP	
<b>Primary authority work</b>											
Re	TSL 157 Trading Standards and Licensing	Trading Standards and Licensing	TSL 157	Primary authority work	Per hour	Up to £58 per hour	Up to £58 per hour			2019/20 to be subject to future DRP	

Building Control (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Building Control	Building Control	Single Storey Dwelling	Per chargeable hour		£1,051.25	£1,051.25		New Charge	We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
Re	Building Control	Building Control	Each additional dwelling (single storey)	Per chargeable hour		£253.75	£253.75		New Charge	
Re	Building Control	Building Control	Two storey dwelling	Per chargeable hour	£1,060.00	£1,087.50	£27.50	2.59%		
Re	Building Control	Building Control	Each additional dwelling (two storey)	Per chargeable hour	£308.00	£290.00	-£18.00	-5.84%		
Re	Building Control	Building Control	Two storey dwelling* (incorporating a basement storey)	Per chargeable hour		£1,377.50	£1,377.50		New Charge	
Re	Building Control	Building Control	Three storey dwelling	Per chargeable hour		£1,305.00	£1,305.00		New Charge	
Re	Building Control	Building Control	Each additional dwelling (three storey)	Per chargeable hour		£398.75	£398.75		New Charge	
Re	Building Control	Building Control	Three storey dwelling* (incorporating a basement storey)	Per chargeable hour		£1,486.25	£1,486.25		New Charge	
Re	Building Control	Building Control	Blocks of flats (up to 6 units/3 storeys)	Per chargeable hour		£2,501.25	£2,501.25		New Charge	
Re	Building Control	Building Control	Conversion into 1 dwelling/flat	Per chargeable hour	£745.00	£761.25	£16.25	2.18%		
Re	Building Control	Building Control	Each additional dwelling/flat	Per chargeable hour	£308.00	£290.00	-£18.00	-5.84%		
Re	Building Control	Building Control	Single storey extension (total floor area less than 6 m <sup>2</sup> )	Per chargeable hour		£471.25	£471.25		New Charge	
Re	BC 25 Building Control	Building Control	Single storey extension or Loft conversion	<60m <sup>2</sup>	£640.00	£652.50	12.50	1.95%		
Re	BC 26 Building Control	Building Control	Two storey extension	<60m <sup>2</sup>	£775.00	£797.50	22.50	2.90%		
Re	Building Control	Building Control	Each additional 20m <sup>2</sup> over 60m <sup>2</sup> total floor area (above)	Per chargeable hour		£181.25	£181.25		New Charge	We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
Re	BC 27 Building Control	Building Control	Single storey basement (total floor area < 60m <sup>2</sup> )	Per chargeable hour	£1,038.00	£1,051.25	13.25	1.28%		
Re	BC 27 Building Control	Building Control	Garage conversion	Per chargeable hour	£399.00	£398.75	(0.25)	-0.06%		
Re	BC 27 Building Control	Building Control	Basement conversion	Per chargeable hour		£435.00	435.00		New Charge	
Re	BC 27 Building Control	Building Control	Single storey (attached or detached) garage/outbuilding (total floor area less than 60m <sup>2</sup> )	Per chargeable hour	£635.00	£616.25	(18.75)	-2.95%		
Re	BC 27 Building Control	Building Control	Construction of enclosed carport	Per chargeable hour		£181.25	181.25		New Charge	
Re	Building Control	Building Control	Underpinning (up to 20 linear meters)	Per chargeable hour		£580.00	£580.00		New Charge	
Re	Building Control	Building Control	Window and door replacement(s)	Per chargeable hour		£290.00	£290.00		New Charge	
Re	BC 27 Building Control	Building Control	Re-roofing/renovation of thermal element(s)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		
Re	BC 27 Building Control	Building Control	Load bearing wall removal(s)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		
Re	BC 27 Building Control	Building Control	Chimney breast removal(s)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		

Building Control (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 27 Building Control	Building Control	Installation of WC/bathroom/en suite	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
Re	Building Control	Building Control	Drainage connection to foul system (porch/conservatory/outbuilding)	Per chargeable hour		£290.00	£290.00		New Charge	
Re	BC 27 Building Control	Building Control	Electrical work (non-competent person)	per chargeable hour	£308.00	£290.00	(18.00)	-5.84%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £1-£5,000)	per chargeable hour	£285.00	£290.00	5.00	1.75%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £5,001-£10,000)	per chargeable hour	£378.00	£362.50	(15.50)	-4.10%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £10,001-£15,000)	per chargeable hour	£469.00	£471.25	2.25	0.48%		
Re	BC 27 Building Control	Building Control	Alterations (total cost of works £15,001-£20,000)	per chargeable hour	£562.00	£543.75	(18.25)	-3.25%		
Re	Building Control	Building Control	Single storey office (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£2,211.25	£2,211.25		New Charge	
Re	Building Control	Building Control	Single storey shop/commercial unit (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£1,957.50	£1,957.50		New Charge	
Re	Building Control	Building Control	Single storey assembly/recreation building (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£2,465.00	£2,465.00		New Charge	
Re	Building Control	Building Control	Single storey industrial unit (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£1,776.25	£1,776.25		New Charge	
Re	Building Control	Building Control	Conversion into a hotel or boarding house (up to 5 rooms)	Per chargeable hour		£2,030.00	£2,030.00		New Charge	
Re	Building Control	Building Control	Conversion into a shop	Per chargeable hour		£1,051.25	£1,051.25		New Charge	
Re	Building Control	Building Control	Office extension (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£1,631.25	£1,631.25		New Charge	
Re	Building Control	Building Control	Shop/commercial unit extension (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£1,522.50	£1,522.50		New Charge	
Re	Building Control	Building Control	Assembly/recreational building extension (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£1,740.00	£1,740.00		New Charge	
Re	Building Control	Building Control	Industrial unit extension (total floor area less than 100m <sup>2</sup> )	Per chargeable hour		£1,486.25	£1,486.25		New Charge	
Re	Building Control	Building Control	Shop/commercial unit fit-out (shell only)	Per chargeable hour		£688.75	£688.75		New Charge	
Re	Building Control	Building Control	Shop/commercial unit fit-out (shell and core)	Per chargeable hour		£906.25	£906.25		New Charge	
Re	Building Control	Building Control	Replacement shop front	Per chargeable hour		£580.00	£580.00		New Charge	
Re	Building Control	Building Control	Installation of a shopping centre kiosk (total floor area under 9m <sup>2</sup> )	Per chargeable hour		£761.25	£761.25		New Charge	
Re	Building Control	Building Control	Installation of a mezzanine floor (total floor area less than 500m <sup>2</sup> )	Per chargeable hour		£1,160.00	£1,160.00		New Charge	
Re	Building Control	Building Control	Window and door replacement(s)	Per chargeable hour		£471.25	£471.25		New Charge	
Re	Building Control	Building Control	Re-roofing/renovation of thermal element(s)	Per chargeable hour		£543.75	£543.75		New Charge	

Building Control (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Building Control	Building Control	Retrospective Application charge	Per chargeable hour plus 50% risk factor	50%	50%	£0.00	0.00%		We have updated the fee structure in Building Control to enable the local authority to more accurately relate its charges to actual costs of carrying out their main building regulation functions. The competitive and customer driven environment within the construction industry means categories of work must reflect operational demands which have changed over the past few years. Ultimately, the new structure will provide fairer charges to consumers and the building industry in order that the recipient pays the full cost of the chargeable work to recover the local authorities' cost.
<b>Dangerous Structures</b>										
Re	BC 1 Building Control	Building Control	Surveying and certification of dangerous structure (office hours)		£270.00	£253.75	(16.25)	-6.02%		
Re	BC 2 Building Control	Building Control	Surveying and certification of dangerous structure (Out of office hours)		£375.00	£362.50	(12.50)	-3.33%		
Re	BC 3 Building Control	Building Control	Cost recovery, in accordance with The London Building Acts (Amendment) Act 1939		Cost recovery	Cost recovery				
<b>Demolition</b>										
Re	BC 4 Building Control	Building Control	Demolition of a single building (total floor area less than 100m <sup>2</sup> )	Per chargeable hour	£280.00	£290.00	10.00	3.57%		
Re	BC 5 Building Control	Building Control	Demolition of building(s) (total floor area(s) less than 1000m <sup>2</sup> )	Per chargeable hour	£560.00	£580.00	20.00	3.57%		
<b>Business Support</b>										
Re	BC 6 Building Control	Building Control	Pre-application advice over 1 hour		£270.00	£253.75	(16.25)	-6.02%		
Re	Building Control	Building Control	Reproduction of archived documentation (per address)	Cost recovery	£78.00	£72.50	(5.50)	-7.05%		
Re	Building Control	Building Control	Cancellation of application (after validation)	Cost recovery		£72.50	£72.50		New Charge	
Re	Building Control	Building Control	Cancellation of application (after plan assessment)	Cost recovery		£435.00	£435.00		New Charge	
Re	BC 15 Building Control	Building Control	Reactivation charge	Per application	£108.00	£108.75	0.75	0.69%		
Re	Building Control	Building Control	Administration (per hour)	Cost recovery		£72.50	£72.50		New Charge	
<b>Fast track completion certificate</b>										
Re	BC 13 Building Control	Building Control	Fast track completion certificate		£162.00	£162.00	0.00	0.00%		

Building Control (Re) Fees and Charges 2019/20

Reference /Area	Fee /Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Certificate of building regulation exemption</b>										
Re	BC 14 Building Control	Building Control	Certificate of building regulation exemption		£82.00	£82.00	0.00	0.00%		
<b>Reactivation charge</b>										
Re	BC 16 Building Control	Building Control	Correspondence requiring research to answer	Per question per address	£78.00	£78.00	0.00	0.00%		
<b>Hourly Rate</b>										
Re	Building Control	Building Control	Any chargeable function	Per hour	£92.50	£72.50	(20.00)	-21.62%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Strategic Planning &amp; Regeneration</b>											
Re	SPR 1 Strategic Planning & Regen	Strategic Planning & Regen	SPR 1	Director of Place Assistant Director (Day Rates) Commissioning Director	0 - 20 Days	£927.74	£927.74	0.00	0.00%		
Re	SPR 2 Strategic Planning & Regen	Strategic Planning & Regen	SPR 2	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 21 - 60 Days	£857.56	£857.56	0.00	0.00%		
Re	SPR 3 Strategic Planning & Regen	Strategic Planning & Regen	SPR 3	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 60 days +	£812.23	£812.23	0.00	0.00%		
Re	SPR 4 Strategic Planning & Regen	Strategic Planning & Regen	SPR 4	Director of Place Assistant Director (Hourly Rates) Commissioning Director	0 - 20 Days	£128.85	£128.85	0.00	0.00%		
Re	SPR 5 Strategic Planning & Regen	Strategic Planning & Regen	SPR 5	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 21 - 60 Days	£119.11	£119.11	0.00	0.00%		
Re	SPR 6 Strategic Planning & Regen	Strategic Planning & Regen	SPR 6	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 60 days +	£112.81	£112.81	0.00	0.00%		
Re	SPR 7 Strategic Planning & Regen	Strategic Planning & Regen	SPR 7	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	£722.80	£722.80	0.00	0.00%		
Re	SPR 8 Strategic Planning & Regen	Strategic Planning & Regen	SPR 8	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 - 60 Days	£668.90	£668.90	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 9 Strategic Planning & Regen	Strategic Planning & Regen	SPR 9	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	£632.15	£632.15	0.00	0.00%		
Re	SPR 10 Strategic Planning & Regen	Strategic Planning & Regen	SPR 10	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	0 - 20 Days	£100.39	£100.39	0.00	0.00%		
Re	SPR 11 Strategic Planning & Regen	Strategic Planning & Regen	SPR 11	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 21 - 60 Days	£92.90	£92.90	0.00	0.00%		
Re	SPR 12 Strategic Planning & Regen	Strategic Planning & Regen	SPR 12	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 60 days +	£87.80	£87.80	0.00	0.00%		
Re	SPR 13 Strategic Planning & Regen	Strategic Planning & Regen	SPR 13	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	£600.29	£600.29	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 14 Strategic Planning & Regen	Strategic Planning & Regen	SPR 14	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 - 60 Days	£554.96	£554.96	0.00	0.00%		
Re	SPR 15 Strategic Planning & Regen	Strategic Planning & Regen	SPR 15	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	£525.56	£525.56	0.00	0.00%		
Re	SPR 16 Strategic Planning & Regen	Strategic Planning & Regen	SPR 16	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	0 - 20 Days	£83.37	£83.37	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 17 Strategic Planning & Regen	Strategic Planning & Regen	SPR 17	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 21 - 60 Days	£77.08	£77.08	0.00	0.00%		
Re	SPR 18 Strategic Planning & Regen	Strategic Planning & Regen	SPR 18	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 60 days +	£73.00	£73.00	0.00	0.00%		
Re	SPR 19 Strategic Planning & Regen	Strategic Planning & Regen	SPR 19	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	0 - 20 Days	£509.11	£509.11	0.00	0.00%		
Re	SPR 20 Strategic Planning & Regen	Strategic Planning & Regen	SPR 20	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 21 - 60 Days	£470.43	£470.43	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 21 Strategic Planning & Regen	Strategic Planning & Regen	SPR 21	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 60 days +	£445.93	£445.93	0.00	0.00%		
Re	SPR 22 Strategic Planning & Regen	Strategic Planning & Regen	SPR 22	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	0 - 20 Days	£70.71	£70.71	0.00	0.00%		
Re	SPR 23 Strategic Planning & Regen	Strategic Planning & Regen	SPR 23	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 21 - 60 Days	£65.34	£65.34	0.00	0.00%		
Re	SPR 24 Strategic Planning & Regen	Strategic Planning & Regen	SPR 24	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 60 days +	£61.93	£61.93	0.00	0.00%		
Re	SPR 25 Strategic Planning & Regen	Strategic Planning & Regen	SPR 25	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£417.63	£417.63	0.00	0.00%		
Re	SPR 26 Strategic Planning & Regen	Strategic Planning & Regen	SPR 26	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 21 - 60 Days	£385.91	£385.91	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 27 Strategic Planning & Regen	Strategic Planning & Regen	SPR 27	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Day Rates)	Projects 60 days +	£365.08	£365.08	0.00	0.00%		
Re	SPR 28 Strategic Planning & Regen	Strategic Planning & Regen	SPR 28	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	0 - 20 Days	£58.00	£58.00	0.00	0.00%		
Re	SPR 29 Strategic Planning & Regen	Strategic Planning & Regen	SPR 29	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	Projects 21 - 60 Days	£53.60	£53.60	0.00	0.00%		
Re	SPR 30 Strategic Planning & Regen	Strategic Planning & Regen	SPR 30	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	Projects 60 days +	£50.70	£50.70	0.00	0.00%		
Re	SPR 31 Strategic Planning & Regen	Strategic Planning & Regen	SPR 31	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£401.31	£401.31	0.00	0.00%		
Re	SPR 32 Strategic Planning & Regen	Strategic Planning & Regen	SPR 32	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 21 - 60 Days	£371.21	£371.21	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 33 Strategic Planning & Regen	Strategic Planning & Regen	SPR 33	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 60 days +	£351.60	£351.60	0.00	0.00%		
Re	SPR 34 Strategic Planning & Regen	Strategic Planning & Regen	SPR 34	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	£55.73	£55.73	0.00	0.00%		
Re	SPR 35 Strategic Planning & Regen	Strategic Planning & Regen	SPR 35	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 21 - 60 Days	£51.55	£51.55	0.00	0.00%		
Re	SPR 36 Strategic Planning & Regen	Strategic Planning & Regen	SPR 36	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£48.83	£48.83	0.00	0.00%		
Re	SPR 37 Strategic Planning & Regen	Strategic Planning & Regen	SPR 37	Support Officer (Day Rates)	0 - 20 Days	£304.50	£304.50	0.00	0.00%		
Re	SPR 38 Strategic Planning & Regen	Strategic Planning & Regen	SPR 38	Support Officer (Day Rates)	Projects 21 - 60 Days	£281.77	£281.77	0.00	0.00%		
Re	SPR 39 Strategic Planning & Regen	Strategic Planning & Regen	SPR 39	Support Officer (Day Rates)	Projects 60 days +	£265.84	£265.84	0.00	0.00%		
Re	SPR 40 Strategic Planning & Regen	Strategic Planning & Regen	SPR 40	Support Officer (Hourly Rates)	0 - 20 Days	£42.29	£42.29	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 41 Strategic Planning & Regen	Strategic Planning & Regen	SPR 41	Support Officer (Hourly Rates)	Projects 21 - 60 Days	£39.13	£39.13	0.00	0.00%		
Re	SPR 42 Strategic Planning & Regen	Strategic Planning & Regen	SPR 42	Support Officer (Hourly Rates)	Projects 60 days +	£36.93	£36.93	0.00	0.00%		
Re	SPR 43 Strategic Planning & Regen	Strategic Planning & Regen	SPR 43	Support (Day Rates)	0 - 20 Days	£214.65	£214.65	0.00	0.00%		
Re	SPR 44 Strategic Planning & Regen	Strategic Planning & Regen	SPR 44	Support (Day Rates)	Projects 21 - 60 Days	£198.47	£198.47	0.00	0.00%		
Re	SPR 45 Strategic Planning & Regen	Strategic Planning & Regen	SPR 45	Support (Day Rates)	Projects 60 days +	£187.44	£187.44	0.00	0.00%		
Re	SPR 46 Strategic Planning & Regen	Strategic Planning & Regen	SPR 46	Support (Hourly Rates)	0 - 20 Days	£29.81	£29.81	0.00	0.00%		
Re	SPR 47 Strategic Planning & Regen	Strategic Planning & Regen	SPR 47	Support (Hourly Rates)	Projects 21 - 60 Days	£27.56	£27.56	0.00	0.00%		
Re	SPR 48 Strategic Planning & Regen	Strategic Planning & Regen	SPR 48	Support (Hourly Rates)	Projects 60 days +	£26.03	£26.03	0.00	0.00%		

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Street Naming &amp; Numbering</b>											
	SNN 1 Street Naming & Numbering	Street Naming & Numbering	SNN 1	Application for numbering a property	Per block/house	£99.80	£102.75	2.95	2.96%	Inflation	
	SNN 2 Street Naming & Numbering	Street Naming & Numbering	SNN 2	Application for naming a road (Authority choice of name)	Per block/house	£351.75	£362.00	10.25	2.91%	Inflation	
	SNN 3 Street Naming & Numbering	Street Naming & Numbering	SNN 3	Application for naming a road (Applicants choice of name adhering to SNN Policy, with Fire Brigade approval)	Per premise	£521.50	£537.00	15.50	2.97%	Inflation	
	SNN 4 Street Naming & Numbering	Street Naming & Numbering	SNN 4	Naming or renaming of house or block of flats (Authority choice of name)	Per premise	£141.75	£146.00	4.25	3.00%	Inflation	
	SNN 5 Street Naming & Numbering	Street Naming & Numbering	SNN 5	Naming or renaming of house or block of flats (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	per unit/street	£234.80	£241.80	7.00	2.98%	Inflation	
	SNN 6 Street Naming & Numbering	Street Naming & Numbering	SNN 6	Naming or renaming of commercial premises (Authority choice of name)	per unit/street	£205.80	£212.00	6.20	3.01%	Inflation	
	SNN 7 Street Naming & Numbering	Street Naming & Numbering	SNN 7	Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	5 to 19 units	£294.75	£303.50	8.75	2.97%	Inflation	

Re (Other) Fees and Charges

Reference /Area	Fee /Charge Title	Area		Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	SNN 8 Street Naming & Numbering	Street Naming & Numbering	SNN 8	Retrospective street naming (where an application hasn't been made)	20 to 50 units	£179.00	£184.30	5.30	2.96%	Inflation	
	SNN 9 Street Naming & Numbering	Street Naming & Numbering	SNN 9	Retrospective numbering (where an application hasn't been made)		£179.00	£184.30	5.30	2.96%	Inflation	
	SNN 10 Street Naming & Numbering	Street Naming & Numbering	SNN 10	Numbering new developments Fixed price plus reduced price per unit	Per application reference	£485 + £38.25 per unit	£499.50 + £39.40 per unit	£14.5 + £1.15	2.99%	Inflation	
	SNN 11 Street Naming & Numbering	Street Naming & Numbering	SNN 11			£1065 + £27.45 per unit	£1,096.95 + £28.20 per unit	£31.95 + £0.65	3.00%	Inflation	
	SNN 12 Street Naming & Numbering	Street Naming & Numbering	SNN 12		Per hour (minimum 1 hour charge)	Above 50 units by assessment	Above 50 units by assessment				
	SNN 13 Street Naming & Numbering	Street Naming & Numbering	SNN 13	Written (letter or email) confirmation of official address or additional copies of official notification letter	Per application reference	£30.25	£30.25	0.00	0.00%		
	SNN 14 Street Naming & Numbering	Street Naming & Numbering	SNN 14	Amendment to officially agreed addresses due to change in plot numbers, plot positions, building number - only available within 6 months of decision		£60 plus £6 per unit	£60 plus £6 per unit	0.00	0.00%		
	SNN 15 Street Naming & Numbering	Street Naming & Numbering	SNN 15	Site Visit		£65.00	£65.00	0.00	0.00%		

**Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT1	Pitches & Lettings	Greenspaces	Cricket season adult (inc pavilion)	Based On A 20 Week Season	£1,501.79	£1,569.37	£67.58	4.50%		
GT2	Pitches & Lettings	Greenspaces	Cricket season junior (inc pavilion)	Based On A 20 Week Season	£750.87	£784.66	£33.79	4.50%		
GT3	Pitches & Lettings	Greenspaces	Football casual adult (inc pavilion)	Game	£105.47	£110.22	£4.75	4.50%		
GT4	Pitches & Lettings	Greenspaces	Football casual junior (inc pavilion)	Game	£52.38	£54.73	£2.36	4.50%		
GT5	Pitches & Lettings	Greenspaces	Football season adult (inc pavilion)	Based On A 30 Week Season	£1,428.04	£1,492.31	£64.26	4.50%		
GT6	Pitches & Lettings	Greenspaces	Football season junior (inc pavilion)	Based On A 30 Week Season	£713.17	£745.26	£32.09	4.50%		
GT7	Pitches & Lettings	Greenspaces	Football summer adult	Game	£78.38	£81.91	£3.53	4.50%		
GT8	Pitches & Lettings	Greenspaces	Football summer junior	Game	£39.91	£41.71	£1.80	4.50%		
GT9	Pitches & Lettings	Greenspaces	Gaelic season adult (inc pavilion)	Based On A 34 Week Season	£1,523.37	£1,591.92	£68.55	4.50%		
GT10	Pitches & Lettings	Greenspaces	Gaelic season junior (inc pavilion)	Based On A 34 Week Season	£762.35	£796.66	£34.31	4.50%		
GT11	Pitches & Lettings	Greenspaces	Rugby casual adult (inc pavilion)	Game	£98.57	£103.01	£4.44	4.50%		
GT12	Pitches & Lettings	Greenspaces	Rugby casual child (inc pavilion)	Game	£48.87	£51.07	£2.20	4.50%		
GT13	Pitches & Lettings	Greenspaces	Rugby season adult (inc pavilion)	Based On A 34 Week Season	£1,760.58	£1,839.81	£79.23	4.50%		
GT14	Pitches & Lettings	Greenspaces	Rugby season child (inc pavilion)	Based On A 34 Week Season	£916.19	£957.41	£41.23	4.50%		
GT15	Pitches & Lettings	Greenspaces	Tennis per court - Adult	Hour	£7.06	£7.37	£0.32	4.50%		
GT16	Pitches & Lettings	Greenspaces	Tennis per court - Junior	Hour	£3.50	£3.66	£0.16	4.50%		
GT17	Pitches & Lettings	Greenspaces	Tennis per court - Adult & Junior	Hour	£5.30	£5.54	£0.24	4.50%		

**Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT18	Pitches & Lettings	Greenspaces	Tennis per court - Coaching (Min. 10 bookings)	Hour	£11.95	£12.49	£0.54	4.50%		
GT19	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Hour	£2.68	£2.80	£0.12	4.50%		
GT20	Pitches & Lettings	Greenspaces	Bowls casual - per rink	Hour	£6.80	£7.10	£0.31	4.50%		
GT21	Pitches & Lettings	Greenspaces	Bowls season flat rate (April - Oct)	Each Inc. Pavilion	£139.87	£146.17	£6.29	4.50%		
GT22	Pitches & Lettings	Greenspaces	Bowls Pavilion - Winter use (Nov to Mar)	Each	£33.78	£35.30	£1.52	4.50%		
GT23	Pitches & Lettings	Greenspaces	Cricket casual adult (inc Pavilion)	Game	£131.12	£137.02	£5.90	4.50%		
GT24	Pitches & Lettings	Greenspaces	Cricket casual junior (inc Pavilion)	Game	£66.59	£69.59	£3.00	4.50%		
GT25	Pitches & Lettings	Greenspaces	Cricket nets adult	Hour	£8.09	£8.45	£0.36	4.50%		
GT26	Pitches & Lettings	Greenspaces	Cricket nets junior	Hour	£3.97	£4.14	£0.18	4.50%		
GT27	Pitches & Lettings	Greenspaces	Netball/Multi sport court booking	Per game	£10.30	£10.76	£0.46	4.50%		
GT28	Pitches & Lettings	Greenspaces	Netball/Multi sport court	hour	£15.24	£15.93	£0.69	4.50%		
GT29	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Hour	£5.25	£5.49	£0.24	4.50%		
GT30	Schools Pitches and lettings	Greenspaces	LBB Schools Rounders (inc pavilion)	Per Game	£22.87	£23.89	£1.03	4.50%		

**Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT31	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rugby (inc pavilion)	Per Game	£31.62	£33.04	£1.42	4.50%		
GT32	Schools Pitches and lettings	Greenspaces	Pavilion hire for schools or groups such as cubs and scouts	Session (Max 2 Hours)	£16.63	£17.38	£0.75	4.50%		
GT33	Schools Pitches and lettings	Greenspaces	LBB Schools Cricket (inc pavilion)	Per Game	£37.13	£38.80	£1.67	4.50%		
GT34	Schools Pitches and lettings	Greenspaces	LBB Schools Football (inc pavilion)	Per Game	£24.05	£25.13	£1.08	4.50%		
GT35	Schools Pitches and lettings	Greenspaces	LBB Schools Rugby (inc pavilion)	Per Game	£26.16	£27.34	£1.18	4.50%		
GT36	Schools Pitches and lettings	Greenspaces	Non LBB Schools Cricket (inc pavilion)	Per Game	£39.91	£41.71	£1.80	4.50%		
GT37	Schools Pitches and lettings	Greenspaces	Non LBB Schools Football (inc pavilion)	Per Game	£28.63	£29.92	£1.29	4.50%		
GT38	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rounders (inc pavilion)	Per Game	£25.08	£26.21	£1.13	4.50%		
GT39	Schools Pitches and lettings	Greenspaces	Site hire (inc pavilion) for events/sports days etc	Per Booking	£24.05	£25.13	£1.08	4.50%		
GT40	Schools Pitches and lettings	Greenspaces	Netball/Multi sport court booking	Per game	£8.09	£8.45	£0.36	4.50%		
GT41	Other Bookings	Greenspaces	Storage room rental small	Per Event	£16.89	£17.65	£0.76	4.50%		
GT42	Other Bookings	Greenspaces	Storage room rental large	Per Event	£28.33	£29.60	£1.27	4.50%		

**Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT43	Other Bookings	Greenspaces	Charge for bounced cheques	Per Event	£57.58	£60.17	£2.59	4.50%		
GT44	Other Bookings	Greenspaces	Admin charge for changing dates etc	Per Event	£11.43	£11.95	£0.51	4.50%		
GT45	Other Bookings	Greenspaces	Pavilion with event/sports booking per hour (min charge 2 hrs per day)	Per Event	£16.63	£17.38	£0.75	4.50%		
GT46	Other Bookings	Greenspaces	Pavilion - without sport booking per hour (min charge 2 hrs per day)	Per Event	£33.78	£35.30	£1.52	4.50%		
GT47	Other Bookings	Greenspaces	Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	Per Event	£103.26	£107.90	£4.65	4.50%		
GT48	Other Bookings	Greenspaces	Sports markings - 8x100m track similar	Per Event	£103.26	£107.90	£4.65	4.50%		
GT49	Other Bookings	Greenspaces	Postage - per set of keys return and or collection	Per Event	£11.43	£11.95	£0.51	4.50%		
GT50	Other Bookings	Greenspaces	Sports course bookings (no pavilion) 2hrs max per day	Per Event	£24.05	£25.13	£1.08	4.50%		
GT51	Other Bookings	Greenspaces	Sports course bookings (no pavilion) over 2hrs per day	Per Event	£60.62	£63.34	£2.73	4.50%		

Greenspaces and Trees Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT52	Other Bookings	Greenspaces	Fitness programmes i.e. exercise classes. - Min. 20 session booking	Per Event	£11.95	£12.49	£0.54	4.50%		
GT53	Other Bookings	Greenspaces	Sport markings - 200 m track	Per Event	£194.21	£202.95	£8.74	4.50%		
GT54	Other Bookings	Greenspaces	Sport markings - 400 m track	Per Event	£327.59	£342.33	£14.74	4.50%		
GT55	Other Bookings	Greenspaces	Additional markings (eg relay boxes, markers)	Per Event	£24.05	£25.13	£1.08	4.50%		
GT56	Other Bookings	Greenspaces	Not for profit fitness programmes - ie volunteer led programmes	One off fee, every 6 months	£54.59	£57.05	£2.46	4.50%		
GT57	Other Bookings	Greenspaces	Over mark for sports markings	Per Event	£36.00	£37.62	£1.62	4.50%		
GT58	Tree Inspection / Survey. Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per hour / day	£298.70 per day (£44.65 per hour)	£312.14 per day (£46.66 per hour)	£13.44 per day (2.01 per hour)	4.50%		
GT59	Tree Inspection / Survey. Intermediate	Greenspaces	Tree Inspection / survey. To include: <ul style="list-style-type: none"> <li>• Identification</li> <li>• Plotting onto GIS system</li> <li>• Safety and condition assessment</li> <li>• Recommendations and management plans</li> </ul>	Per hour / day	£69.63	£72.76	£3.13	4.50%		

**Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT60	Trees - Professional advice	Greenspaces	Assessment of development impact on public trees	Per hour	£91.05	£95.15	£4.10	4.50%		
GT61	Memorial Tree	Greenspaces	Memorial Tree (Standard 45/65 litre, 12-14cm girth)	Per Tree, Species Varies	Price on application	Price on application	£0.00	0.00%		
GT62	Events	Greenspaces	Commercial event - Fun Fairs (up to 12 rides) and Private Functions	Per Event (Per Day)	£661.21	£690.96	£29.75	4.50%	- 25% discount is applied to non-trading e.g set and close down of the event - Events are priced by estimated attendance however prices may differ when spatial requirements need consideration	
GT63	Events	Greenspaces	Commercial Events - size 1-100	Per Event (Per Day)	£295.10	£308.37	£13.28	4.50%		
GT64	Events	Greenspaces	- Event size 101- 1,000	Per Event (Per Day)	£661.21	£690.96	£29.75	4.50%		
GT65	Events	Greenspaces	- Event size 1,001- 2,500	Per Event (Per Day)	£885.59	£925.45	£39.85	4.50%		
GT66	Events	Greenspaces	- Event size 2,501- 5,000	Per Event (Per Day)	£1,180.69	£1,233.82	£53.13	4.50%		
GT67	Events	Greenspaces	- Event size 5,000 +	Per Event (Per Day)	Price on application	Price on application	£0.00	0.00%		

Greenspaces and Trees Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT68	Events	Greenspaces	Community Event	Per Event (Per Day)	£0.00	£0.00	£0.00	0.00%	Standard charges for different types of event inline with the events policy. 80% discount on commercial rate for community events. - A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Strategic Director Environment	
GT69	Events	Greenspaces	Charity Event	Per Event (Per Day)	£0.00	£0.00	£0.00	0.00%	Standard charges for different types of event inline with the events policy. 80% discount on commercial rate for charity events - A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Strategic Director Environment	

Greenspaces and Trees Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT70	Events	Greenspaces	Banner in/on Parks	Per Week	£31.52	£32.94	£1.42	4.50%	Charge to manage appropriate display of publicity materials. A weekly charge for displaying an advertisement banner on park fencing/furniture or free standing e.g. fairs, fetes, fitness groups etc	
GT71	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 30 mins	Per Visit	£0.00	£0.00	£0.00	0.00%		
GT72	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 1 hour	Per Visit	£1.00	£1.00	£0.00	0.00%		
GT73	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 2 hours	Per Visit	£1.50	£1.50	£0.00	0.00%		
GT74	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 3 hours	Per Visit	£2.00	£2.00	£0.00	0.00%		
GT75	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - Up to 4 hours	Per Visit	£5.00	£5.00	£0.00	0.00%		
GT76	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - All Day	Per Visit	£6.00	£6.00	£0.00	0.00%		
GT77	Allotments	Greenspaces	Rent - Residents of the Borough per pole	Each	£12.67	£13.24	£0.57	4.50%	No concessionary discount for over 60's.	

**Greenspaces and Trees Fees and Charges 2019/20**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT78	Allotments	Greenspaces	Rent - Non Residents of the Borough per pole	Each	£26.47	£27.66	£1.19	4.50%	No concessionary discount for over 60's.	
GT79	Allotments	Greenspaces	Water per pole	Each	£1.69	£1.77	£0.08	4.50%	No concessionary discount for over 60's.	

Animal Fees and Charges 2019/20

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
AL1	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - New Application	Each application		Fee 1: £125 + inspection fee. Fee 2: £150			New	
AL2	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Variation of Licence	Each application		£125 + inspection fee (if required)			New	
AL3	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Transfer	Each application		£125.00	£125.00		New	
AL4	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Change of Details	Each application		£25.00	£25.00		New	
AL5	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Duplicate Licence	Each application		£20.00	£20.00		New	
AL6	Animal Licensing	Animal Licensing	Animal Welfare (licensing of Activities) - Request Revisit	Each application		£40 + inspection fee			New	

**Fire Safety Sprinkler Systems (Housing Revenue Account)**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2018/19	Charges 2019/20	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
HRA	Fire safety sprinkler systems	Housing Management	To recover the cost of Fire Safety Sprinkler system maintaining and servicing	1 Bed	£0.00	£4.00			New Charge	To recover full cost
HRA	Fire safety sprinkler systems	Housing Management	To recover the cost of Fire Safety Sprinkler system maintaining and servicing	2 Bed	£0.00	£4.69			New Charge	To recover full cost
HRA	Fire safety sprinkler systems	Housing Management	To recover the cost of Fire Safety Sprinkler system maintaining and servicing	3 Bed	£0.00	£5.20			New Charge	To recover full cost

# **Appendix I**

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## **Business Planning 2019/20-2023/2024**

## **General Budget Consultation 2019/20**

## **Detailed findings**

**12 December 2018 – 16 January 2019**

**Consultation, Commissioning Group**

## 1. Introduction

This report sets out the detailed consultation findings from the General Budget Consultation 2019/20 which will be presented as part of the budget paper at Policy and Resources on 18 February 2019 and Full Council on 5 March 2019.

## 2. Summary of approach

The 2019/20 General Budget Consultation began after Policy and Resources Committee on 12 December 2018 and concluded on 16 January 2019.

In terms of service-specific consultations the council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2019/20 savings. The outcomes of these consultations are being reported into committee decision making processes.

### 2.1 Technical details and method

**In summary, the consultation was administered as follows:**

- The general consultation consisted of an online questionnaire published on <http://engage.barnet.gov.uk> together with a consultation document which provided detailed background information about the council's budget setting process and the financial challenges the council faces. Paper copies and an easy-read version of the consultation were also made available on request;
- As part of the council's statutory duty to consult with National Non-Domestic Rate (NNDR) payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the council's residents' magazine, Barnet First; the council residents' e newsletter, the council's website; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through the Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super-user mailing lists.

### 2.2 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the proposed 2019/20 budget and options on how to meet the budget gap over the MTFs 2019-24 period. In particular the consultation invited views on:

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

Throughout the questionnaire and where applicable, hyperlinks were provided to the relevant sections of the consultation document and to the detailed savings and/or income proposals for each committee. Links to the Theme Committee’s Business Plan papers were also provided as additional information.

Those respondents who elected to receive a paper copy were also sent the consultation document and the 2019/20 savings and/or income proposals.

## 2.3 Response to the consultation

A total of 198 questionnaires have been completed -197 online, and one paper questionnaire.

### 2.3.1 Response profile

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

**Table 1: Profile of those who responded to the General Budget Consultation**

Stakeholder	Questionnaire response	
	%	Base
Barnet resident	89%	119
Working within the London Borough of Barnet area	2%	2
Barnet business	2%	2
Representing a voluntary/community organisation	3%	4
Representing a public-sector organisation	0%	0
Representing a school	0%	0
Other	2%	2
Prefer not to say	3%	4
<b>Total</b>	<b>101%<sup>1</sup></b>	<b>133</b>
<b>Not Answered</b>		<b>65</b>

There were also nine written responses: five from businesses; two from community groups and two from residents. These responses have also been incorporated into the findings and further details are provided in section 4.4 of this report.

A petition was also received that was against the council’s proposals regarding the Education Services Grant. This petition has been looked at separately.

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

### 2.3.2 Profile of protected characteristics

The council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups.

The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.

To assist us in complying with the duty under the Equality Act 2010 we asked the respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under data protection legislation (such as the General Data Protection Regulation or the Data Protection Act 2018).

Table 2 below shows the profile of those who answered these questions. However, due to the low completion of these questions (51% to 58%), it has not been possible to do any demographic analysis on the consultation findings.

**Table 2: Protected Characteristic, profile of those that completed the questionnaire**

Protected Characteristic	Response	
	Number	%
Age		
16-17	1	1%*
18-24	1	1%*
25-34	11	10%*
35-44	21	19%*
45-54	29	26%*
55-64	24	21%*
65-74	20	18%*
75+	6	5%*
Not answered / prefer not to say	85	43%
Answered	113	57%
<b>Total</b>	<b>198</b>	<b>100%</b>

Disability		
Yes	20	18%*
No	94	82%*
Not answered / prefer not to say	84	42%
Answered	114	58%
<b>Total</b>	<b>198</b>	<b>100%</b>

Protected Characteristic	Response	
	Number	%
Gender		
Female	50	45%*
Male	62	55%*
If you prefer your own term	0	0%*
Not answered / prefer not to say	86	43%
Answered	112	57%
<b>Total</b>	<b>198</b>	<b>100%</b>

Is your gender identity different to the sex you were assumed to be at birth?		
Yes, it's different	1	1%*
No, it's the same	111	99%*
Not answered / prefer not to say	86	43%
Answered	112	57%
<b>Total</b>	<b>198</b>	<b>100%</b>

Disability		
Yes	20	18%*
No	94	82%*
Not answered / prefer not to say	84	42%
Answered	114	58%
<b>Total</b>	<b>198</b>	<b>100%</b>
Ethnicity		
Black	1	1%*
Asian	10	9%*
White	87	82%*
Other	8	8%*
Not answered / prefer not to say	92	46%
Answered	106	54%
<b>Total</b>	<b>198</b>	<b>100%</b>
Faith		
Baha'i	0	0%*
Buddhist	2	2%*
Christian	37	36%*
Hindu	5	5%*
Humanist	1	1%*

Protected Characteristic	Response	
	Number	%
Jain	1	1%*
Jewish	19	18%*
Muslim	0	0%*
Sikh	0	0%*
No religion	38	37%*
Other Faith	1	1%*
Not answered / prefer not to say	94	47%
Answered	104	53%
<b>Total</b>	<b>198</b>	<b>100%</b>
<b>Pregnancy</b>		
Pregnant	1	2%*
On maternity leave	1	2%*
Neither	46	96%*
Not answered / prefer not to say	150	76%
Answered	48	24%
<b>Total</b>	<b>198</b>	<b>100%</b>
<b>Sexuality</b>		
Bisexual	2	2%*
Gay	1	1%*
Heterosexual	96	96%*
Lesbian	0	0%*
Other	1	1%*
Prefer to define your sexuality in other terms	0	0%*
Not answered / prefer not to say	98	49%
Answered	100	51%
<b>Total</b>	<b>198</b>	<b>100%</b>

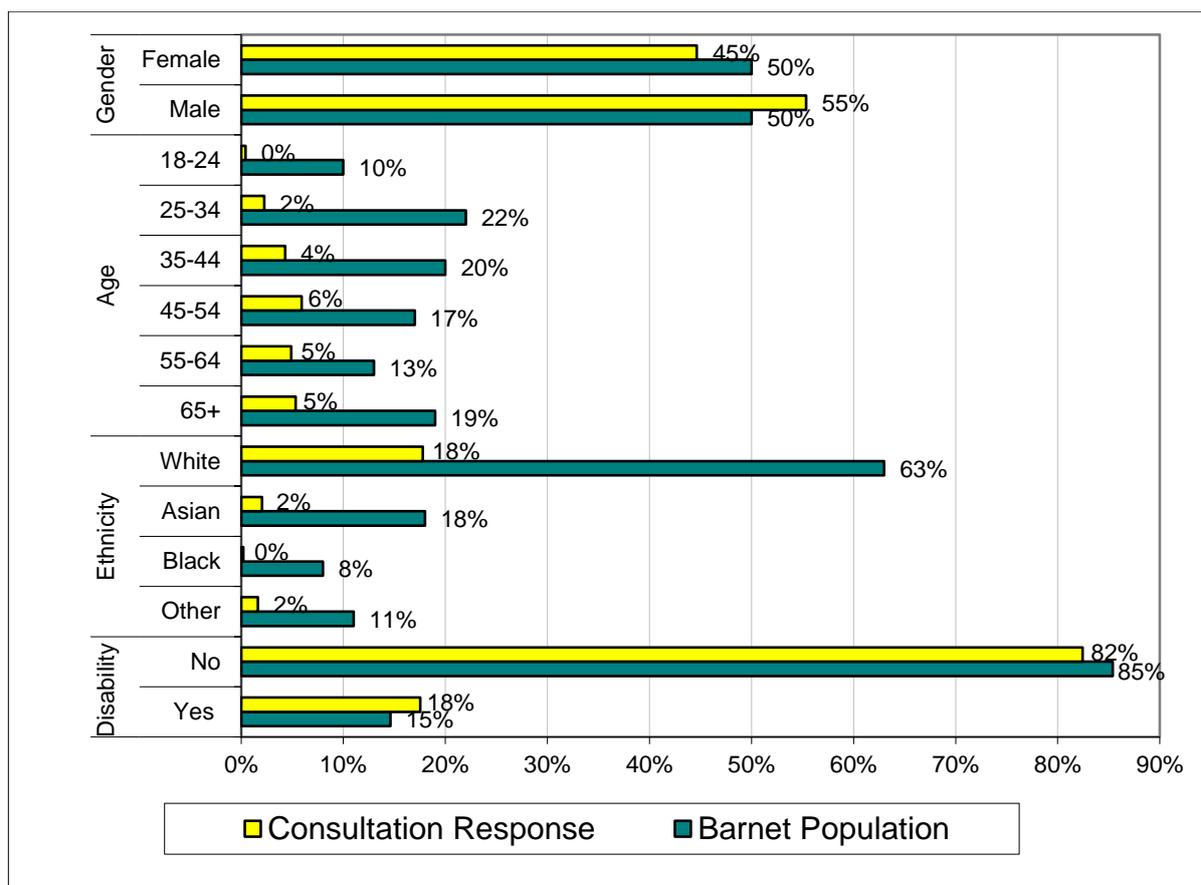
\* Percentages are based on the number of respondents who answered the question.

### 2..3.3 Profile of key demographics

Chart 1 over the page shows the profile of those who responded to the questionnaire in terms of key demographics compared to the population of Barnet.

However, again due to the low completion of the diversity monitoring questions (51% to 58%), it is difficult to draw any conclusions on how representative the response to the consultation is in terms of the borough's actual population.

**Chart 1: General Budget Consultation profile – key demographics**



## 2.7 Calculating and reporting on results

- The results for each question are based on “valid responses”, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question.
- Where percentages do not add up to 100, this may be due to rounding, or the question is multi-coded - i.e. respondents could give more than one answer. The open-ended questions are multi-coded, as respondents could write in more than one comment, and therefore the tables on verbatim comments add up to more than 100%.
- All open-ended responses have been classified based on the main themes arising from the comments, so that they can be summarised. It should also be noted that the responses were very varied, however there were a number of common themes that were evident, and the most common themes have been summarised in this report.

### **3. Results in detail:**

#### **3.1 Views on a General Council Tax increase**

Respondents were asked to what extent they support the council's proposal:

- To increase general Council Tax by 2.99% in 2019/20;
- To increase general Council Tax by 2.99% annually from 2020/21 to 2023/24.

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

A summary of the response to these questions is provided below and a full break down can be found in table 3 over the page.

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

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

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

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

##### **3.1.3 A general Council Tax increase of more than 2.99% if this became available in the future**

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

**Table 3: Respondents level of support for general Council Tax increases**

	General Council Tax of 2.99% increase in 2019/20		General Council Tax of 2.99% annual increase 2021 to 2024		General Council Tax increase of more than 2.99% if it became available	
	%	Base	%	Base	%	Base
Strongly support	35.12%	59	29.45%	48	21.28%	30
Tend to support	20.83%	35	21.47%	35	18.44%	26
Neither support nor oppose	11.31%	19	9.20%	15	7.80%	11
Tend to oppose	7.74%	13	14.11%	23	13.48%	19
Strongly oppose	20.24%	34	19.63%	32	33.33%	47
Don't know	4.76%	8	6.13%	10	5.67%	8
<b>Total</b>	<b>100%</b>	<b>168</b>	<b>100%</b>	<b>163</b>	<b>100%</b>	<b>141</b>

### 3.2 Further options for closing the budget gap from 2020/21 to 2023/24

Respondents were presented with further options for closing the remaining budget gap from 2020/21 to 2023/24:

- Reduction in the council's investment programme;
- Make further savings within our Theme Committees;
- Make further use of limited reserves.

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

#### 3.2.1 Level of support for each option

Table 4 shows making further use of limited reserves received the most support (45%), followed by further savings within Theme Committees (33%). There was much less support for reducing the council's investment programme (25%).

**Table 4: Level of support for each proposal**

To what extent do you support or oppose the three additional options presented?	Support		Neither support nor oppose		Oppose		Don't know / not sure		Total
	%	Base	%	Base	%	Base	%	Base	
Making further use of limited reserves	45%	65	20%	29	27%	39	8%	12	145
Making further savings within our Theme Committees	33%	48	16%	23	43%	63	8%	11	145
Reduction in the council's investment programme	25%	36	16%	23	54%	79	5%	7	145

### 3.1.2 Ranking of options to close the budget gap

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

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

**Table 5: Ranking of proposals to close the budget gap from 2020/21 to 2024**

Further proposals	Score	Rank <sup>1</sup>
Making further use of limited reserves	291	1
Making further savings within our Theme Committees	267	2
Reduction in the council's investment programme	241	3

## 4. Overall budget and saving/income proposals for 2019/20

### 4.1 Overall budget for 2019/20

Respondents were asked if they had any comments to make on the overall budget for 2019/20. Of those who responded to the questionnaire, 121 out of 198 gave a response to this question.

The type of comments received were varied, however there were some common themes that were evident.

The most common themes that received a response of 6% or more has been summarised below. Percentages are based on those who answered this question<sup>2</sup>

- Concerns about Barnet's Leadership / Ability to implement change / Ability to deliver services, 12% (14 respondents);
- Agree with an increase in Council Tax, 11% (13 respondents);
- Children, Education and Safeguarding Committee: Concerned about Education budget, concern for cuts / Too little budget for Education, 10% (12 respondents)  
One resident who submitted a written response was also concerned about education;

<sup>1</sup> Weights were assigned to each option. The respondent's most preferred choice (which they rank as 1st) has the largest weight, and their least preferred choice (which they rank in the last position) has the lowest weight. The total score for each option has been calculated with the highest ranking being the most preferred option

- o 1st preferred choice has a weight of 3
- o 2nd preferred choice has a weight of 2
- o 3rd preferred choice has a weight of 1

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

- Policy and Resources is excessive / Takes a large amount of the available funds / P & R could deliver more efficiencies, 9% (11 respondents);
- Concerns on Barnet Council's financial management abilities / Allocation of financial resources / Concerns for causes of deficit (including Capita), 8 % (10 respondents);
- R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste, 8% (10 respondents). One resident who submitted a written response was also against this saving line;
- Comments on the consultation / Consultation document: More information required / More transparency needed / Less positive spin required / Lacked policy impact details, 8% (10 respondents).
- Adults and Safeguarding Committee, E6 Meeting eligible needs in more cost-effective settings proposal: Not supportive of this saving line/ Disagree with / Turning the clock back on disability rights / Savings line is against Human Rights, 6% (7 respondents). Two written responses received from representatives of a community group also cited similar concerns about this saving line;
- Shouldn't have frozen Council Tax in recent years, 6% (7 respondents).

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

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

Table 6 over the page provides full details of the types comments received on the overall budget for 2019/20. The comments have been coded by Theme Committee. It should be noted that respondents wrote extensive responses, often giving views on many different topics. These comments have been coded into themes and are set out in the table below. To provide context, examples of some of the types of comments are listed. Comments that were only cited by one respondent have been grouped under 'other'.

**Table 6: Comments on the council's 2019/20 proposed budget.**

<b>Do you have any comments on the council's 2019/20 proposed budget?</b>		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Adults and Safeguarding Committee</b>		
<p><b>E6 Meeting eligible needs in more cost effective settings: Not supportive of / Disagree with/ Turning the clock back on disability rights/ Saving line is against Human Rights:</b>                      Not supportive of the proposal to force disabled people into care homes / Sad to learn elderly people in their own home being subjected to pressure to be moved into a Care Home to help the council meet its financial obligations / Disabled people should have a choice to where they live under the Human Rights Act a right to a family life / Against "removing the right to 'community by default' placements in adult support plans".</p>	<b>7</b>	<b>6%</b>
<p><b>Concerned about the cuts/staffing reductions in the area of adult social care:</b> Very unhappy with the proposed cuts / Concerns re: staffing efficiencies and focuses on disbanding the Safeguarding - concerns for quality and practice team / No detailed consideration as to delivery - must protect front-line mental health services for adults.</p>	<b>4</b>	<b>3%</b>
<b>Other Adults and Safeguarding Committee Comments</b>	<b>3</b>	<b>2%</b>
<b>Assets, Regeneration and Growth Committee</b>		
	<b>Number of comments</b>	<b>%</b>
<p><b>Comments about increasing revenue from Assets Regeneration and Growth:</b> To what extent is the new regeneration being sensibly used to generate increased revenue? / Did you considered selling some of your assets, commercial, residential, financial investments etc. to deal with the budget constrains? / Increase revenue through council tax from the thousands of flats built in the borough in recent years? / The council is missing opportunities - engage proper property professionals (not Capita) to advise a proper strategic review of assets.</p>	<b>5</b>	<b>4%</b>
<b>Other Asset, Regeneration and Growth Committee comments</b>	<b>3</b>	<b>2%</b>
<b>Children, Education and Safeguarding Committee</b>		
	<b>Number of comments</b>	<b>%</b>

<sup>1</sup> Percentage based on number of respondents who answered this question, 121

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Concerned about Education budget, Concern for cuts / Too little budget for Education:</b> Concerned about the planned cuts in funding for schools in Barnet / More money needed for Education / I feel very strongly that the council is risking our children's education with the proposal in your estimated 2019 - 2020 budget / Transfer some from P&R to schools / Try not to cut on children education / There is severe underfunding in all schools and there is a desperate need for more secondary school provision particularly in the N3 area.	<b>12</b>	<b>10%</b>
<b>Concerns about reducing Children and safeguarding budget:</b> Children must be protected as far as possible / Concerned Adult budget is higher than the Children, Education and Safeguarding budget - should invest in children.	<b>3</b>	<b>2%</b>
<b>Other Children, Education, and Safeguarding Committee comments</b>	<b>2</b>	<b>2%</b>
<b>Community Leadership and Libraries Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Other comment:</b> Painfully little is going to be spent on libraries.	<b>1</b>	<b>1%</b>
<b>Environment Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>R2: Revised Waste Offer to increase recycling (This proposal was marked as information only. The proposal is not going ahead is not part of the savings proposals).</b> <b>Against any reductions in weekly recycling and refuse collection:</b> Against having the bins collected every 2 weeks / I am very unhappy - we will see fly tipping occurring / Please collect every week in order to keep our streets clean and healthy / 1 year ago it was a major campaign issue in the last local election to keep regular bin collection / Against changes to current bin collections as this will lead to overflowing bins increase in vermin / Totally opposed to any reduction in the blue and grey bin collection service / As a family of four our bin is full each week. If collections are reduced our bins will not close and then bin men.	<b>18</b>	<b>15%</b>

<b>Do you have any comments on the council's 2019/20 proposed budget?</b>		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<p><b>R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste:</b>            Idea of charging for green bin is dreadful - We pay enough council tax so its outrageous / Charging for green waste collection will simply lead to fewer people participating, and more compostable rubbish will end up in landfill / The cheek of asking us to pay for bin collection too / Totally against having to pay for recycling rubbish - Things will be dumped either on the streets or into other people's dustbins if there is a charge / Charging - those who have the lowest income would be worst affected.</p>	<b>10</b>	<b>8%</b>
<p><b>Concerns with proposed cuts to Environment / Environment Committee budget should be increased:</b>            The proposed savings are much bigger (proportion) than in the other areas – why? / Saving on environmental services is detrimental to residents / This is one of the most front-line areas of the council spending with the biggest impact on all residents. Cuts here would really harm the desirability of the borough / Environmental committee should be upped to £2 million.</p>	<b>5</b>	<b>4%</b>
<p><b>Concerns about recent bin collections / Reorganisation of bin collections:</b> The bin collections have not been working since days were changed in December / Barnet council cannot manage a successful bin collection service at all / Barnet has failed to collect Blue and Black bins on time on the correct date / Attempt at savings on general waste collection bringing in larger lorries are not successful.</p>	<b>6</b>	<b>5%</b>
<p><b>More money needs to be spent on repairing roads and potholes:</b> I am a 75-year-old cyclist and appalled at the state of the potholes in the roads / Please spend more on roads and pavements.</p>	<b>3</b>	<b>2%</b>
<p><b>Parts of Barnet feel in decline / No longer a 'pleasant, well-maintained borough':</b> So many parts of Barnet feel in decline / East Finchley has a terrible litter problem on all the roads -shouldn't cut back on is litter picking.</p>	<b>3</b>	<b>2%</b>
<p><b>Agree with increased CPZ parking restrictions / Raise the cost of parking or PCN tickets.</b></p>	<b>2</b>	<b>2%</b>
<p><b>Please bring back brown bin collection:</b> I was very upset to have the brown composting no longer taken.</p>	<b>2</b>	<b>2%</b>
<b>Other Environment Committee Comments</b>	<b>8</b>	<b>7%</b>

<b>Do you have any comments on the council's 2019/20 proposed budget?</b>		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Housing Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Not enough being spent on housing:</b> Painfully little is going to be spent on housing / Amount being spent on housing seems to be very low considering housing issues / The amount allocated for housing seems very low, especially considering the implications of the Grenfell findings / There seems to be very little budgeted for housing.	<b>6</b>	<b>5%</b>
<b>Other Housing Committee comments</b>	<b>1</b>	<b>1%</b>
<b>Policy and Resources Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Policy and Resources is excessive / Takes a large amount of the available funds / P &amp; R could deliver more efficiencies:</b> Policy and Resource Committee budget looks excessive / Policy and Resources Committee Tackles vital strategic policy decisions but it takes up 26% of the council's budget / P & R savings should be upped to £2 million / More could be done to encourage the policy and resources line to deliver efficiencies to make up the funding gap ( 7% is considerably less than central government departments have been expected to reduce similar administrative expenditure over the same period) / Savings should be made by reducing or cutting waste, efficiency measures and savings made from back office services / Seems excessive compared to Children, Education and Safeguarding Committee.	<b>11</b>	<b>9%</b>
<b>Other Policy and Resources Committee comments</b>	<b>4</b>	
<b>Public Health</b>	<b>Number of comments</b>	<b>%</b>
<b>Public Health budget seems very low/ Much more needs to be spend on healthcare funding</b>	<b>2</b>	<b>2%</b>
<b>Other Public Health comments:</b> Making savings from within the Public Health Budget - Many public health programmes have poor evidence of improvements in health outcomes.	<b>1</b>	<b>1%</b>

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Comments on Council Tax</b>	<b>Number of comments</b>	<b>%</b>
<p><b>Agree with an increase in Council Tax:</b> Happy that you increase your local taxes as appropriate / You need to raise council tax in order to afford the services that our communities need / I support raising the council tax as long as front line services are maintained - or even improved / I fully support the funding gap being filled as far as possible with an increase in council tax and the social care precept by 2.99% / Prioritise providing high quality shared services above freezing council tax / We need to pay more in Council Tax to maintain our borough properly which is not being done at present / I would propose that Council Tax rates are uplifted by the maximum amount possible.</p>	<b>13</b>	<b>11%</b>
<p><b>Suggestions to increase Council Tax past the suggested 2.99%:</b> Band D households pay an increase of 4% pa to help balance the deficit / Council taxes need to increase, I would be happy to consider increase above 2.99% / Would prefer that there be a higher rate of increase in council tax if referendum supports it.</p>	<b>4</b>	<b>3%</b>
<p><b>Shouldn't have frozen Council Tax in recent years:</b> Why did the council choose to reduce council tax or keep it unchanged in the last few years even though it was entirely obvious that Barnet's finances were in poor shape? / Policy of no increase in council tax, which contributed to its current dire budgetary condition / Failed to manage the deficit effectively through a failure to raise Council Tax income / Ideological mantras about keeping taxes lower - It got Northampton into bankruptcy / The Council should prioritise providing high quality shared services above freezing council tax which is a false economy.</p>	<b>7</b>	<b>6%</b>
<p><b>Please ensure council tax not increased:</b> Very much against a Council Tax rise already one of highest London rates/ You increase our rates annually, and we're not all millionaires/ I do not agree with your proposals to raise the council tax bill - My wages do not go up in line with all these increases and it puts my family under huge financial pressure.</p>	<b>5</b>	<b>4%</b>
<b>Other Council Tax comments</b>	<b>1</b>	<b>1%</b>

<b>Do you have any comments on the council's 2019/20 proposed budget?</b>		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Other comments not relating Theme Committees</b>	<b>Number of comments</b>	<b>%</b>
<p><b>Concerns about Barnet's Leadership / Ability to implement change / Ability to deliver services:</b>  Deeply concerned that the planning, strategy and management failures are deep seated / You would save a fortune if you delivered all services "right first time"/ Is there a more badly run council than Barnet? / Barnet really needs a change in leadership / Needs a cohesive can-do attitude from those implementing and managing the changes. I have seen nothing in recent years that demonstrate that Barnet council have the capability to achieve this / The executive appears to have lost all control of its officers and its outsourced services / I voted for you to manage and do the work efficiently / Council should cancel all non-essential expenditure that benefit only members / Whether there needs to be 32 London Boroughs plus the City is a hard question but there is certainly no case for 32 London Borough Chief Executives and their Corporate Management teams/ I think too much money is allocated to safeguarding in general - maybe a service restructure is in order.</p>	<b>14</b>	<b>12%</b>
<p><b>Concerns on Barnet Council financial management abilities / Allocation of financial resources / Concerns for causes of deficit (including Capita):</b>  Are you sure that you at Barnet Council used all money properly? / Without a clear understanding of what went wrong, how can we be sure the council will avoid it in future? Some reassurance on this matter would be appreciated / To what extent has Capita's failings and your own incompetence contributed to this deficit? / Compared to four other London boroughs I have lived in over the last decade, I would say Barnet is the least competent and poorest value / Concerns money is not being utilised effectively and business rate retention would not aid financial position / You are lending Saracens £30million to build a stand at their stadium. The money is needed elsewhere / Get your house in order - Salaries for executives are out of control (should be comparable to nurses) / If you hadn't wasted all our money on ridiculous contacts with Capita and provided services yourselves then maybe we wouldn't be in this mess / Much greater scrutiny of the value of third party contracts.</p>	<b>10</b>	<b>8%</b>
<p><b>Agree with 2019/20 budget consultation proposals:</b> Agree with use of reserves in so far as is prudent and agree with cutting loan and saving on interest/ The proposals seem sound / The council has taken the right approach to plan with a longer-term perspective / I like the 3- priorities set out in the consultation document. / I am pleased that the Council has taken a medium-term approach to financial planning / I'm generally very happy with Barnet as a borough and think it is one of the nicest in London.</p>	<b>6</b>	<b>5%</b>

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<p><b>Comments on understanding the difficult decisions the council has to make:</b> Enormous sympathy with the difficult choices that must be made / The council clearly needs to go over budget in order to address the needs of the local borough and let the government know that their contribution is inadequate / I appreciate that Government policy has squeezed and cut funding to local authorities / I do not envy the decisions that will have to be made and deciding where and how to allocate resources is a very difficult one / It is a fine balance that the council has to do between providing essential services and keeping within budget / You need the wisdom of Solomon to try and accommodate all that our borough needs.</p>	<b>6</b>	<b>5%</b>
<p><b>Barnet Council should lobby central government for more funds:</b> Implore you to raise these education concerns with the Secretary for Education and the Treasury/ Central government funding is insufficient / Council has a duty to lobby central government for an increased grant / Tell government that their contribution is inadequate.</p>	<b>4</b>	<b>3%</b>
<p><b>Concern's that the council priorities don't align to the cuts / Not honest in approach:</b> Your set of priorities are odd as to date you have done nothing but cut and neglect these areas / Your priorities seem strange when these are areas you are neglecting / Apologise for having had to make such drastic cuts and for continuing to have to make more - be honest in your approach.</p>	<b>3</b>	<b>2%</b>
<b>Consultation process/literature</b>	<b>Number of comments</b>	<b>%</b>
<p><b>Comments on the consultation / Consultation document: More information needed / More transparency needed/ Less positive spin required / Lacked policy impact detail:</b> I don't feel I have enough knowledge of what things cost and what expenditure the council has to comment / You do not clearly state the impact to services of your policies / The information is presented on an opaque manner - It would be refreshing to credit Barnet residents with the understanding that hard choices are being made and to attempt to get a genuine view of what is least bad. The positive spin merely obscures the real issues and denies true democratic participation / All resident should receive the Consultation document by post / It is somewhat impenetrable as there is no indication of what Policy Theme Committee might spend money on / Greater transparency in the information needed as to if its budget driven or service improvement / The consultation document is inadequate. It does not provide any real sense of what the choices in budget planning mean in practice / proposals are presented at such a high level that it is very difficult to give any opinion.</p>	<b>10</b>	<b>8%</b>

Do you have any comments on the council's 2019/20 proposed budget?		
<b>Total Sample</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>121</b>	<b>61%</b>
<b>Number of respondents who did not answer this question</b>	<b>77</b>	<b>39%</b>
<b>Types of comment</b>	<b>Number of comments</b>	<b>%<sup>1</sup></b>
<b>Consultation access difficulties:</b> Consultation document was unobtainable and feel excluded/ Consultation document was not accessible / Unable to access either page 7 or 8 at question 1 or 2 in the questionnaire.	<b>3</b>	<b>2%</b>
<b>Positive comment on the consultation document:</b> Thank you for the consultation document - it's a good length and easy to understand / Good length.	<b>2</b>	<b>2%</b>
<b>Other Comments</b>	<b>Number of comments</b>	<b>%</b>
<b>General concerns in cuts:</b> Very worry to read about more cuts to front line services/ services already cut to the bone.	<b>2</b>	<b>2%</b>
<b>Total number of different type of comments</b>	<b>216</b>	<b>175%</b>

## 4.2 Theme Committee saving/income proposals for 2019/20

Respondents were also asked if they had any comments to make about the saving and income proposals identified for 2019/20. Of those who responded to the questionnaire, 60 out of 198 gave a response to this question. The most common themes which received a response of 6% or more have been summarised below. Percentages are based on those who answered this question<sup>1</sup>. Further details of all the comments are provided in table 7.

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

- Adults and Safeguarding Committee, E6 Meeting eligible needs in more cost-effective settings: *Not supportive on this saving line / Disagree with / High concerns / Not legal / Going in the wrong direction / Turning the clock back on disability / It's against human rights*, 15% (9 respondents). Two written responses from representatives of a community group also cited similar concerns about this saving line;
- Environment, R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste, 10% (6 respondents). One resident who submitted a written response was also against also against R5;
- Environment, *Bring back food waste recycling/brown bins*, 8% (5 respondents);

<sup>1</sup> As on the previous question many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 117 different types of comments were received from the 60 respondents who answered this question.

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

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

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

Table 7 over the page gives full details of the types of comments received on the savings and income generation proposals. The comments have been coded by Theme Committee. It should be noted that respondents wrote extensive responses, often giving views on many different topics. These comments have been coded into themes and set out in the table below. To provide context, examples of some of the types of comments are listed. Comments that were only cited by one respondent have been grouped under 'other'.

**Table 7: Comments on the savings and income generation proposals that have been identified in each committee for 2019/20.**

<b>Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?</b>		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<b>Adults and Safeguarding Committee</b>	<b>Number of comments</b>	<b>% <sup>1</sup></b>
<p><b>E6 Meeting eligible needs in more cost-effective settings: Not supportive on this saving line / Disagree with / High concerns / Not legal / Going in the wrong direction / Turning the clock back on disability / It's against human rights:</b>                      Going in the wrong direction and potentially illegal / This is the opposite to the guidance of the Dept of Health and Social Care, the Prime Minister's Challenge on Dementia 2020 and Mayor London's Dementia Pledge May 2018 / Residential provision will not be sustainable as it becomes impossible to recruit and retain staff / Appalled and terrified you are proposing imprisoning disabled people in residential care - right to a family life is based on needs not cost / Contradiction with R9 and residential accommodation may not be the cost saver that you think it is / It breaches the council's responsibilities under the Equalities Act, the Public Sector Equalities Duty and is against the UN Convention of the Rights of Persons with Disabilities / Hidden this within appendices to the main consultation document.</p>	<b>9</b>	<b>15%</b>
<b>Other Adults and Safeguarding Committee comments:</b>	<b>4</b>	<b>7%</b>
<b>Assets, Regeneration and Growth Committee</b>	<b>Number of comments</b>	<b>%</b>
<p><b>ARG income suggestions: Consider selling off assets/ Barnet should partner with Housing Associations and convert commercial assets into residential developments / bring empty private properties into use to increase revenues:</b>                      Sell some of your assets, commercial, residential, financial investments etc. Empty houses used to deal with the budget constrains? / Sale of strategic assets and Utilisation of sale proceeds to more efficient schemes; Barnet should partner with Housing Associations and convert commercial assets into residential developments / Bring empty private properties into use to increase revenues.</p>	<b>5</b>	<b>8%</b>
<b>Asset, Regeneration and Growth other comments</b>	<b>2</b>	<b>3%</b>
<b>Children, Education and Safeguarding Committee</b>	<b>Number of comments</b>	<b>%</b>
<p><b>Children, Education and Safeguarding Committee - Service Reform section comments:</b> S8 Remodelling of placements to reduce number of children in high cost placements: This line item is vague / S4: The cost savings against the partnership board should reflect expectations by partners or regulatory bodies.</p>	<b>2</b>	<b>3%</b>

<sup>1</sup> Percentage based on number of respondents who answered this question, 60

<b>Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?</b>		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<p><b>Children, Education and Safeguarding Committee - SDSG High Needs Block (trying to avoid an overspend on the High Needs budget):</b>  Concerned about the transfer of 0.5% of schools block funding to the high needs block in 2019-2020 / Cost savings and realignments of budgets from schools block to the high needs block may have a disproportionate impact for those with certain disabilities, e.g. Autism or ADHD who will have difficulty achieving their potential without services (s17 Children Act duty) but not yet have in place an EHC plan, particularly given the expectation that the number of EHC assessments will likely reduce. Similarly, the proposals to significantly reduce high cost care packages may disproportionately impact on children with certain disabilities and their carers.</p>	<b>3</b>	<b>5%</b>
<p><b>Concerns relating to schools:</b>  Concerned about all school improvement services moving to a traded service, for maintained schools as well as academies / Reducing money for schools will only move the problem to them which will ultimately increase the call on council services. It won't fix the problem.</p>	<b>2</b>	<b>3%</b>
<b>Other Children, Education and Safeguarding Committee comments:</b>	<b>8</b>	<b>13%</b>
<b>Community Leadership and Libraries Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Other Community Leadership and Libraries Committee comments</b>	<b>4</b>	<b>7%</b>
<b>Environment Committee</b>	<b>Number of comments</b>	<b>%</b>
<p><b>R2: Revised Waste Offer, against any reductions in weekly recycling and refuse collection recycling (This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals):</b>  I am against any kind of reduction in waste collection it is an important service in this Borough / You must not suspend weekly recycling and rubbish collections - it would be a public health risk and would also increase the filthiness of Barnet streets / Have concerns that this will lead to less recycling (people will use Grey bins instead) and in hot summer months, any waste that is degradable waste will become toxic / Already full to the brim for the weekly collection / My blue bin is full every week because it is shared with two households (ground floor flat and first floor flat). We would need 2 blue bins if the collection was alternate weeks, and less would be recycled as it wouldn't all fit in the blue bin / The savings you will have to also mitigate the increase in clearing fly tipping this whilst also tightening up prosecutions to reduce it again.</p>	<b>12</b>	<b>20%</b>

Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<b>Environment Committee</b>	<b>Number of comments</b>	<b>%</b>
<p><b>R5 Garden Waste Savings recovery plan: Disagree with charging for Green waste</b>  Our green bins are presently full with fortnightly collections - we shouldn't be charged for this service from our properties. When there is excessive garden waste this is usually taken to Summers Lane / Barnet should concentrate on giving the residents a better service not charging for reducing the service / You've already changed that to fortnightly which meant that we had to purchase an extra bin. How is this going to help? / Charging is likely to be counterproductive, leading people to put garden waste in with general refuse.</p>	<b>6</b>	<b>10%</b>
<p><b>Bring back food waste recycle / brown bins:</b> You must reinstate the food bins - the government requires it / Defeats the purpose of compulsory recycling food waste / You've taken away food recycling and now can't get the other collections right - bring it back / Waste management is key / I'm also extremely unhappy about the fact that you have just stopped the food recycling collections.</p>	<b>5</b>	<b>8%</b>
<p><b>Concerns about current bin collections:</b> Changes to refuse services are not currently working / Two months of bins being left out on the street. The bins overflowing, streets not being cleaned. You propose to collect more recycling, how when you can't get it right now? / The current missed bin collections have shown that missing just one collection leads to waste piling up on the streets and very angry residents. It will encourage fly tipping, it is unhygienic especially through the summer months when flies and maggots occur.</p>	<b>3</b>	<b>5%</b>
<p><b>Support/ Agree with R2 Revised Waste Offer, reductions in weekly recycling and refuse collection (This proposal was marked as information only. The proposal is not going ahead and is not part of the savings proposals):</b>   Agree that bins could be emptied every other week and I think you should encourage neighbours to share bins if theirs is full up / Environment Committee, R2. Bi-weekly non-recyclable refuse collections are now the norm in some areas. This has the potential to drive up recycling rates and waste awareness and could make a substantial saving to the budget in a short-space of time / Large blocks of flats do not yet have food-waste collections - suggest this is reviewed to support offer.</p>	<b>3</b>	<b>5%</b>
<b>Other Environment Committee comments</b>	<b>10</b>	<b>17%</b>
<b>Housing Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>Other Housing Committee comment</b>	<b>6</b>	<b>10%</b>

<b>Do you have any comments to make about the savings and income generation proposals that have been identified in each committee for 2019/20?</b>		
<b>Total Base</b>	<b>198</b>	
<b>Number of respondents who completed this question</b>	<b>60</b>	<b>30%</b>
<b>No comment</b>	<b>136</b>	<b>69%</b>
<b>Policy and Resources Committee</b>	<b>Number of comments</b>	<b>%</b>
<b>First and fore most get rid of Capita / Stop wasting money on Capita and bring back value for money in house.</b>	<b>2</b>	<b>3%</b>
<b>Other Policy and Resources Committee comments</b>	<b>10</b>	<b>17%</b>
<b>Public Health</b>	<b>Number of comments</b>	<b>%</b>
<b>Other Public health comments</b>	<b>3</b>	<b>5%</b>
<b>Comments not relating Theme Committees</b>		
<b>Council Tax comments</b>	<b>Number of comments</b>	<b>%</b>
<b>Agree with an increase in Council Tax:</b> Agree to raising the Council Tax / I'm sure most people would be happy to have an increase in council tax if it was going to be reinvested in the borough instead of lining the pockets of Capita / Rather than looking for savings we should be making a case to raise council tax.	<b>3</b>	<b>5%</b>
<b>Comments on Consultation</b>	<b>Number of comments</b>	<b>%</b>
<b>Comments about the consultation document Make an easier to read document that includes everything / Lack of executive summaries - the planned cuts are easily hidden in the complexity / Is not easy to access all the elements:</b> It would have been helpful to put together in an easier to read document with a precis/executive summary of these proposals - we have to go to several places to find the information / How are we expected to comment on such an opaque process? It is almost as if you are trying to hide the planned cuts, but that cannot possibly be the case, no? / I think the format of this questionnaire is deliberately unhelpful and intended to disincentives people from having their say. Is this a deliberate ploy by Barnet to prohibit meaningful consultation with residents?	<b>4</b>	<b>6%</b>
<b>Problems accessing the Committee Reports:</b> Committee reports were unobtainable - so I cannot make a comment / No access to the committee report.	<b>2</b>	<b>3%</b>
<b>Other Comments</b>	<b>Number of comments</b>	<b>%</b>
<b>Other comments</b>	<b>9</b>	<b>5%</b>
<b>Total number of different type of comments</b>	<b>117</b>	<b>180%</b>

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

Respondents were also asked if they had any alternative suggestions that the council has not considered to help generate income or make savings. Of those who responded to the questionnaire, 73 out of 198 gave a response to this question. The most common themes have again been summarised below. Percentages are based on those who answered this question<sup>1</sup>.

- Stop outsourcing / Get rid of Capita, 18% (13 respondents);
- Increase Council Tax to pay for services, 14% (10 respondents);
- Increase charges and penalties, 14% (10 respondents);
- Charge, fine and find other ways of raising income through waste and recycling 10% (7 respondents);
- Reduce staffing / Reduce Staffing Costs / Agency staff costs: Reduce salaries, 10% (7 respondents); s
- Reduce Senior Salaries / Executive salaries, 8% (6 respondents);
- Challenge Central Government for more funding, 8% (6 respondents);
- Reduce waste, 7% (5 respondents).

Table 8 over the page gives details of all the types of suggestions respondents put forward as alternative suggestions that the council has not considered to help generate income or make savings. Comments that were only cited by one respondent have again been grouped under 'other'.

<sup>1</sup> Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 118 different types of comments were received from the 73 respondents who answered this question.

**Table 8: Alternative suggestions the council has not considered to help generate income or make savings**

Do you have any alternative options that the council has not considered to help generate income or make savings?	Base	%
<b>Total Base</b>	<b>198</b>	<b>100%</b>
<b>Number of respondents who gave a comment</b>	<b>73</b>	<b>37%</b>
<b>No comment</b>	<b>125</b>	<b>63%</b>
Type of comments made:	Number of comments	% <sup>1</sup>
<b>Stop outsourcing / Get rid of Capita:</b> Revoke the Capita contract and bring back services in-house) / Get rid of Capita / Stop outsourcing / Get rid of expensive contracts / Review the services currently provided by Capita and the equivalent costs of running them in house.	13	18%
<b>Increase Council Tax to pay for services:</b> Consider referendum to increase Council Tax by more than 3% in one year / I would rather pay more Council Tax to keep our services especially social services schools and refuse / Increase Council Tax, if money spent wisely.	10	14%
<b>Increase charges and penalties:</b> Greater penalties and increased surveillance of fly tipping / Enforce fines for littering / Enforce fines for not cleaning up after your dog / Impose speeding restrictions and fines on residential roads / Make the entire Borough a CPZ / Introduce a residents parking scheme for Burnt Oak / Further charges for parking, e.g. multiple cars not kept on driveways etc. / Introduce a camera to generate income, in addition to the yellow box at top of Burnt Oak Broadway, junction of Watling Avenue / Charge a surcharge to owners of empty homes, who are based outside the borough.	10	14%
<b>Charges, fines and find other ways of raising income through waste and recycling:</b> Charge for green bin collection but make sure the service is reliable / Sell the compost produced from the garden waste collection to local allotment and gardening societies to generate income and also support community activities / If you reduce bin collections to every other week, give residents the option to opt into a weekly charged for collection service / Fine people for not separating their household waste / Patients should have the option of taking their yellow sharps boxes to a nearby hospital and collecting a new one rather than having it picked up from their doorstep.	7	10%

<sup>1</sup> Percentage based on number of respondents who answered this question, 73

Do you have any alternative options that the council has not considered to help generate income or make savings?	Base	%
<b>Total Base</b>	<b>198</b>	<b>100%</b>
<b>Number of respondents who gave a comment</b>	<b>73</b>	<b>37%</b>
<b>No comment</b>	<b>125</b>	<b>63%</b>
Type of comments made:	Number of comments	% <sup>1</sup>
<b>Reduce staffing / Reduce Staffing Costs / Agency staff costs:</b> Reduce staffing / Restructure the council / Stop hiring ridiculously expensive consultants / Reduce use of agency staff / Change the way all council staff are paid - pay them same grades as Nursing Staff in NHS hospitals who have more responsibility.	7	10%
<b>Reduce Senior Salaries / Executive Salaries:</b> Cut the salary of those on highest pay and remove bonuses / The senior executives should have a pay cut by at least 50% to help mend our pavements, cleaner streets and collect the rubbish on a regular weekly basis / Reduce or freeze the salaries of the Chief Exec & similar.	6	8%
<b>Challenge central government for more funding:</b> Lobby central govt - local council cuts have gone far enough / Ask central government to adequately fund / Lobby Nick Gibbs more powerfully to reduce the brutal cuts to education / Challenge Local Government about their continued 'austerity' measures / Fight for the needs of the local community regarding the lack of funding for local councils and the crisis this creates.	6	8%
<b>Reduce waste:</b> Don't waste resources on unnecessary expenditure / Get rid of outdated costly Barnet magazine / Go paperless and stop photocopying / Find more sustainable ways of doing flowers outside the town hall and other places / Stop increasing amount of street furniture.	5	7%
<b>Join up with other councils:</b> Merge top team with another adjoining London borough / Further explore sharing systems and staff for back office roles with other local authorities / Unite with other councils regardless of political stripes.	3	4%
<b>Work more with partners:</b> Work more with local partners. We have already demonstrated (e.g. via library delivery) that we can add significant value and find new approaches which maintains services for residents / Find more ways to work with charity partners to provide or supplement social services / Partner with Amazon to provide electronic library books with access for all. Then close physical libraries.	3	4%

Do you have any alternative options that the council has not considered to help generate income or make savings?	Base	%
<b>Total Base</b>	<b>198</b>	<b>100%</b>
<b>Number of respondents who gave a comment</b>	<b>73</b>	<b>37%</b>
<b>No comment</b>	<b>125</b>	<b>63%</b>
Type of comments made:	Number of comments	% <sup>1</sup>
<b>Support local businesses and shops:</b> Lower business rates and cap business rents to generate more shops and businesses to bring in more revenue for the council instead of nothing from empty shops / Introduce 60 mins free parking in all high-streets to support local businesses and prevent continued closure of shops / Invest more in local town centre so people do not have to travel to amenities and you need to get major corporations to come with employment to Barnet.	3	4%
<b>Stop Saracens investment and loans:</b> Scrap plans to loan Saracens Rugby club £22million. Money much needed by Barnet residents / Don't invest in schemes like Saracens / Stop wasting money on projects like the Saracens stand funding when this money can be better used elsewhere.	3	4%
<b>Base Council Tax rises on affordability:</b> Those in high-value properties can afford to pay higher percentage tax rises than those in lower income families / Council Tax should be moved to an income basis / Landlords letting houses of multiple-occupation can easily afford to pay Council Tax at a higher rate.	3	4%
<b>Comments on reducing councillors / Cutting members allowances:</b> Reduce number of councillors to two per ward and, or combine wards / Cut councillors' allowances.	3	4%
<b>Housing and infrastructure:</b> Make developers deliver more truly "affordable" housing and this could dramatically reduce your housing costs / Force developers to pay a greater share of infrastructure costs in the borough.	2	3%
<b>Comments on increasing school funding:</b> Introduce a small annual charge to parents for schools such as £40 per school year or £20 per term / Involve private companies with maintaining, sponsoring and developing ties with local school to save some of the council's capital investment. The progress made by TTA School in securing external funding suggests this can be a feasible option.	2	3%
<b>Better Leadership / Employee Management:</b> Better Leadership and Employee Management will create a better customer experience and people will be happy to pay more in Council Tax / Better management.	2	3%
<b>Other comments</b>	30	41%
<b>Total number of different comments</b>	<b>118</b>	<b>163%</b>

#### 4.4 Written responses to the consultation

There were also nine written responses (seven e-mails and two letters): five from businesses; two from community groups; and two from residents.

Full details of the written responses have been summarised below and where applicable have been referenced under the most common themes that were apparent in response to the questionnaire in section 4.1 and 4.2 of this report.

##### **Residents' comments:**

- The council should keep things as they are against charging for green waste collections could cause fly-tipping problems, and moving to fortnightly bin collections could result in smelly bins (citing non-hazardous clinical waste).
- The council needs to go over budget to support all local needs and no cuts should be made at all. Secondary schools as they are severely underfunded.
- Funding should be taken from central government to support the local community - especially considering the increase in housing needs in Barnet.

##### **Businesses' comments:**

- The council should remove off main road (i.e. side road) parking restrictions, otherwise businesses will close in the North Finchley area.
- Two businesses mentioned they have recently closed because of the increase in Business Rates. One also cited the effects of Brexit, while the other mentioned unfair competition from internet companies who pay virtually no tax in the UK.
- Another business suggested that immediate action should be taken around Business Rates, and that the current basis of charging is archaic and should be charged relative to the trading operation of the business
- Another felt that all small businesses who currently pay £0 business rate charge should pay £1000 per year in Business Rates to help the council reduce the effect on services due to lack of funding.

##### **Community Groups**

- One community group cited they had difficulty with completing the online questionnaire.
- Two representatives from a community group commented on the Adults and Safeguarding Committee savings and income proposals, E6 Meeting eligible needs in more cost-effective settings. One felt that the proposal to move individuals from community to residential care would be against an individual's human rights if they wished to remain in community care. The second representative very strongly opposed the proposal and felt it would also severely affect the elderly and those with a sensory impairment such as hearing and sight loss.

Appendix K

**London Borough of Barnet:**  
**Capital Strategy 2019-20 to**  
**2023-24**

Version and status:	1.0
Date:	04/02/19
Author / owner:	Paul Clarke, Head of Finance

# **London Borough of Barnet: Capital Strategy 2019/20 to 2023/24**

## **Executive Summary**

The Capital Strategy 2019-24 underpins the council's Medium Term Financial Strategy and, together with this, forms a key component of the council's strategic response to the financial challenges it faces and its ambitions for the borough, as set out in the corporate plan: Barnet 2024.

It sets out the council's approach to capital investment and provides both a mechanism to ensure capital investment is driven by and aligned with the council's corporate plan and a framework by which decisions on the capital programme are made and monitored.

The objectives of the capital strategy are to;

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

The capital strategy sets out how we deliver on those objectives, including the governance and financing arrangements.

The corporate plan is based on three strategic outcomes and supporting priorities. These, together with the outlined approach to delivering these within financial constraints, have shaped the broad priorities for our capital investment strategy:

- Driving and supporting responsible growth and development as a critical component of financial sustainability and independence
  - for example, Brent Cross regeneration
- Improving outcomes and supporting a reduction in demand on services
  - For example, investment in green spaces and leisure centres and reduced demand for local health and care services
- Enabling delivery of high value changes in the MTFS
  - For example, enabling the delivery of MTFS savings such as reductions in temporary accommodation costs through investment in housing
- Enabling delivery of new statutory requirements

- For example, the systems replacement within Adult Social Care enabling the council to work in a way best suited to discharging statutory duties
- Maintaining a balanced and affordable approach to funding

The capital strategy will be refreshed every year as part of the budget planning process.

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## 1) Background

In December 2017, the Chartered Institute of Public Finance & Accountancy issued a revised Prudential and Treasury Management Code, requiring all local authorities to produce a Capital Strategy report from 2019-20 onwards.

This capital strategy meets the requirement by setting out Barnet's capital investment programme and how it contributes to the achievement of its strategic outcomes as detailed in the Corporate Plan, while considering resource availability and the wider financial context. It is designed to be supportive of the council's other strategy framework documents.

## 2) Definition

Capital expenditure referred to in the strategy is consistent with the definition within the Chartered Institute of Public Finance and Accountancy's (CIPFA) Accounting Code of Practice as;

*"...Expenditure that results in the acquisition, construction, or the enhancement of non-current assets (tangible or intangible) in accordance with proper practices... All other expenditure must be accounted for as revenue expenditure unless specifically directed by the Secretary of State."*

## 3) Strategic Context

The capital strategy is driven by and supports the Barnet's five-year corporate plan: Barnet 2024. It underpins the Medium Term Financial Strategy (MTFS), and is aligned to the council's wider set of financial plans and policies including the Treasury Management Strategy, Debt Management Policy and Reserves & Balances Policy.

The preparation of the capital programme is an integral part of the financial planning process, including taking account of the revenue implications of the projects in the revenue budget setting process.

The corporate plan, Barnet 2024, is the overarching strategic ambition, framework, and plan for the entire council over the next five years. It sets out three strategic **outcomes**, a series of key **priorities**, and an **approach** to meeting these outcomes within the financial constraints.

The three strategic outcomes are

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

Each outcome is underpinned by a series of key priorities, as set out in the picture below.



The council's **approach** to meeting the strategic outcomes within its financial constraints also guides the decisions around the capital investment programme:

### A Fair Deal

- Standing up for Barnet so it gets its fair share of resources including police and general funding
- Effective management of resources and contracts to ensure we can keep council tax low and provide value for money for the tax payer
- Focusing resources to deliver targeted extra support at those who need it most, while continuing to deliver priority universal services

### Maximising Opportunity

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

### Shared Responsibility

- Working with residents and the community to share responsibility to ensure Barnet thrives
- Providing early intervention and prevention services so residents can live independently for as long as possible
- Collaborating locally with health partners and the police to achieve better outcomes for Barnet

### **Efficient and Effective Council**

- Reviewing the way that we work and deliver services to make best use of resources, including strong financial management
- Providing residents with the assistance they need at the first point of contact and greater access to online services and support
- Ensuring that residents are treated equally, with understanding and respect, and all have access to quality services

## **4) Objectives**

The objectives of the capital strategy are to:

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

The Capital Strategy Board will lead on the strategic direction of capital investment for the Council, as well as on governance and financing, thereby ensuring the objectives are met.

## **5) Priorities**

### Priority Areas for Investment

The Council has limited financial resources and therefore must prioritise its capital investment decisions to meet the strategic outcomes and key priorities within the Corporate Plan as outlined in section 4 while delivering these within resource constraints.

Therefore, decisions will also consider the broad priorities of the capital investment strategy, which are as follows:

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

Some of the key areas that the Council will be investing in as part of its capital programme are outlined in the table below as well as their relationship to the Corporate Plan priorities and the main benefits delivered.

<b>Investment area</b>	<b>Barnet 2024 Strategic Outcomes/Priorities</b>	<b>Main Benefits Delivered</b>
<b>Housing</b>	Ensuring decent quality housing that buyers and renters can afford, prioritising Barnet residents	<ul style="list-style-type: none"> <li>- Increase the Council's stock of affordable social housing</li> <li>- Enhance Barnet as a successful London suburb through delivery of quality new places and improved neighbourhoods</li> <li>- Reduction in need for and cost of temporary and emergency accommodation</li> <li>- Supporting Barnet residents, promoting independence, learning and well-being</li> </ul>
<b>Brent Cross (Thameslink station and funding for land acquisition)</b>	Delivering on our major regeneration schemes including Brent Cross Cricklewood which will deliver 27,000 jobs and 7,500 new homes	<ul style="list-style-type: none"> <li>- Area regeneration</li> <li>- New jobs and homes</li> <li>- Improved transport linkages</li> </ul>
<b>Sports and physical activities- i.e. construction of two leisure centres</b>	Investing in community facilities to support a growing population, such as schools and leisure centres	<ul style="list-style-type: none"> <li>- Two new leisure centres at New Barnet and Cophall</li> <li>- Targeted increase in sport and physical activity participation among residents</li> <li>- Cost neutral leisure service provision with average income to council of £1.6m per annum</li> </ul>
<b>Colindale investment (excluding council office build)</b>	A pleasant, well maintained borough that we protect and invest in	<ul style="list-style-type: none"> <li>- Help deliver the regeneration of Colindale</li> <li>- Improved green and open spaces for area residents</li> <li>- Improved transport infrastructure in the area</li> <li>- Possible additional income generated through Controlled Parking Zone implementation</li> </ul>
<b>Colindale - Barnet Council new office build</b>	A pleasant, well maintained borough that we protect and invest in	<ul style="list-style-type: none"> <li>- Delivers financial benefits through accommodation savings</li> <li>- Non-financial benefits for staff from move to a more 'agile working' environment</li> <li>- Forms part of the wider regeneration of the Colindale area</li> </ul>
<b>Schools</b>	Investing in community facilities to support a growing population, such as schools and leisure centres	<ul style="list-style-type: none"> <li>- Ensuring the borough has good schools and enough school places so all children have access to a great education</li> </ul>

Investment area	Barnet 2024 Strategic Outcomes/Priorities	Main Benefits Delivered
Investment in roads and highways	Improving roads, pavement and transport connections	-Improving the condition of roads - Making travel safer and more attractive - Support the use of low emission vehicles

## 6) Existing Capital Programme

The Council currently has a significant capital programme across both the General Fund and Housing Revenue Account.

In recent years, the amount in the approved capital programme has been reduced through deletion of schemes that are no longer required and the reprofiling of projects over a more realistic delivery period. This has been carried out to ensure that the Council's capital plans remain taut and affordable.

The latest approved budget for the Council's capital programme totals £682m over the latest MTFS period from 2019-20 to 2023-24.

A summary of capital budget allocations by Council Theme Committee is shown below.

Theme	Total £000	Key Investment Areas
Adults and Safeguarding	40,994	- Leisure and Sports Facilities
Assets, Regeneration & Growth	218,814	- Brent Cross - Development & regeneration - New office build
Children's Education & Safeguarding	74,357	- Schools
Community Leadership & Libraries	-	
Environment	44,937	- Roads and Highways - Vehicles - Greenspaces
Housing	138,108	- Housing
Policy & Resources	16,084	- Corporate transformation programmes
<b>Total - General Fund</b>	<b>533,294</b>	
Housing Revenue Account	149,345	- Housing - Extra Care Provision
<b>Total - all services</b>	<b>682,639</b>	

## 7) Financing

There are a range of potential funding sources which can be generated locally either by the Council itself or in partnership with stakeholders. The Council's capital investment must comply with the "Prudential Code for Capital Finance in Local Authorities" which provides local authorities with greater discretion over the level of borrowing they wish to take on in order to finance capital investment programmes. Nevertheless, the best value for money approach to financing capital expenditure is achieved by allocating specifically received funding first such as grant funding, followed by un-ringfenced capital funding, then other contributions and finally borrowing. This is because external borrowing has an impact on the revenue budget and could affect the Council's long-term financial position.

The main sources of capital funding the Council uses are summarised below:

- **External Capital Grants:** capital grants from central government departments (Transport for London, Education Funding Authority) or other partners;
- **Section 106s:** developer contribution towards infrastructure; confined to specific areas and to be used within a specific timeframe;
- **Community Infrastructure Levy (CIL):** developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use; paid into infrastructure reserve;
- **Capital Receipts:** these are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets; and
- **Borrowing:** typically, Public Works Loan Board loans to support capital expenditure; this type of capital funding has revenue implications (i.e. interest and provision to pay back loan).

The table below summarises how the current approved capital programme is financed.

Theme	Total Funding						
	Grants	S106	Capital Receipts	Revenue	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	2,000	700	500	-	33,894	3,900	40,994
Assets, Regeneration & Growth	69,120	16,235	-	-	15,617	117,842	218,814
Children's Education & Safeguarding	53,386	8,270	1,736	-	5,099	5,866	74,357
Community Leadership & Libraries	-	-	-	-	-	-	-
Environment	7,603	1,067	4,861	-	40	31,366	44,937
Housing	8,205	5,791	22,895	683	-	100,534	138,108
Policy & Resources	-	-	11,102	200	16	4,766	16,084
<b>Total - General Fund</b>	<b>140,314</b>	<b>32,063</b>	<b>41,094</b>	<b>883</b>	<b>54,666</b>	<b>264,274</b>	<b>533,294</b>

Housing Revenue Account	4,080	-	12,864	89,053	-	43,348	149,345
Total - all services	144,394	32,063	53,958	89,936	54,666	307,622	682,639

### Affordability

As mentioned previously, the prudential code allows the council to set its own borrowing limits based on revenue affordability, risk and any other relevant factors. The council uses prudential indicators which are key to ensuring the affordability, prudence and sustainability of its capital programme. These prudential indicators are kept under review and are reported to Financial Performance and Contracts Committee and Policy & Resources Committee and recorded in the TMSS.

A summary of the key prudential indicators used by the council is set out below. A more detailed definition / description is in appendix A.

**Authorised limit for external debt:** A control on the maximum level of borrowing and represents a limit beyond which external debt is prohibited. This limit reflects the external debt that could be afforded in the short term, but may not be sustainable in the longer term.

**Operational boundary:** The limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR.

**Capital Financing Requirement (CFR):** Simply the total historic outstanding capital expenditure which has not yet been paid for. It is essentially a measure of the council's indebtedness and its underlying borrowing need.

The current prudential indicators for the council are summarised in the table below.

	2019-20 Estimate (£000)	2020-21 Estimate (£000)	2021- 2022 Estimate (£000)
CFR	754,843	799,160	847,542
Authorised Limit for external debt	759,843	804,160	852,542
Operational Boundary	654,843	699,160	747,542
Actual external debt	553,085	597,329	645,638

Further details on the council's prudential indicators can be found in the 2019-20 Treasury Management Strategy Statement.

Any advice on council funding sources such as borrowing, capital receipts or capital reserves is provided by the Capital Strategy Board (CSB). If council funding, such as borrowing, is identified as the funding source, an assessment of the revenue implications is undertaken. Details around a project's external financing form a key part of the internal business case.

The council's treasury management service is responsible for arranging the financing of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer-term cash flow planning, to ensure that the council can meet its capital spending obligations as well as maintaining a financially sustainable position.

## 8) Governance

### Oversight and decision making

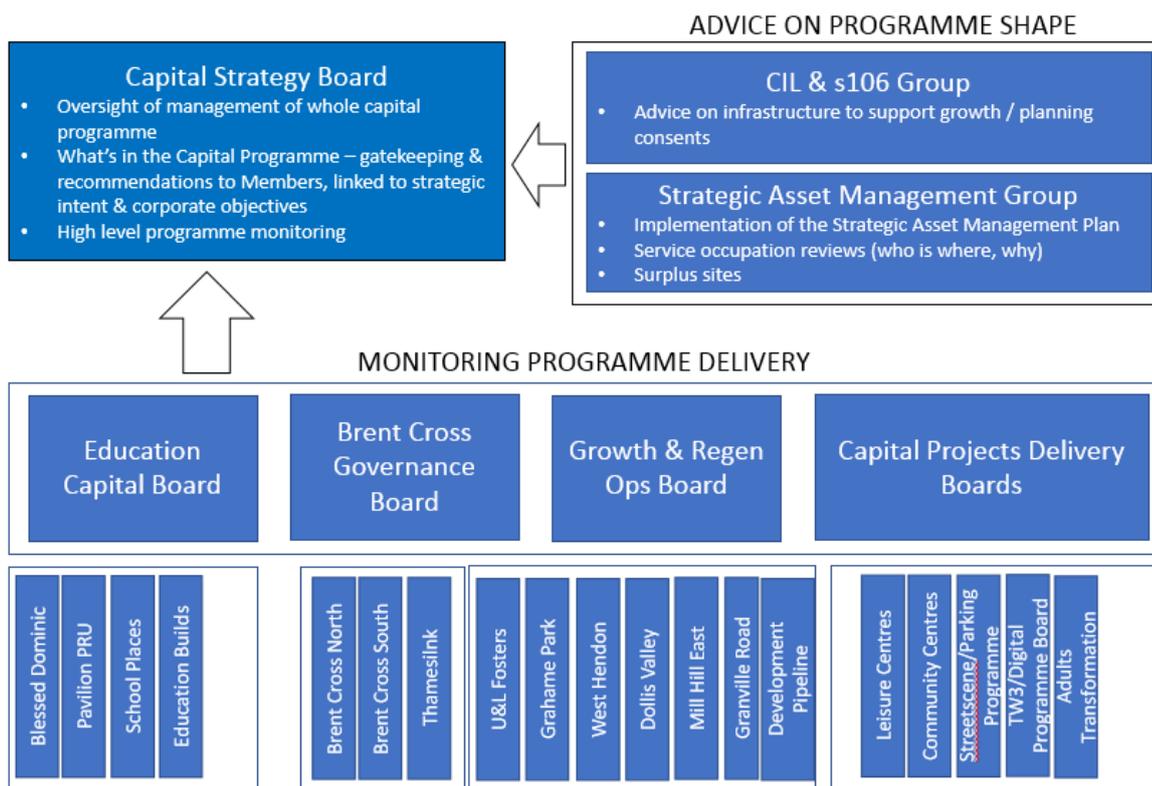
The Capital Strategy Board (CSB) has oversight of the Council's capital programme. The CSB is an officer body with a remit to advise the Council on its capital strategy and all property asset management. It is primarily an advisory body and takes any decision-making power from the delegated authority of officers attending as set out in the Financial Regulations and the Council's Constitution. It makes decisions only in accordance with the existing priorities agreed in the budgetary framework. It also ensures that necessary consultation is carried out with the Council Management Team (CMT) and Policy and Resources Committee (P&R) and relevant directors as part of the decision-making process. Any decision or policy that is outside the agreed budget or policy framework is referred back to P&R Committee and/or Council in accordance with the Constitution.

The role of the Capital Strategy Board (CSB) is as follows:

- lead on the development and maintenance of a Capital Strategy that is consistent with Council priorities;
- identify and monitor the resources available to fund the capital programme ensuring all approved schemes are fully funded;
- within this framework, develop and manage the Capital Programme; and,
- monitor the progress of the capital programme and key variances between plans and performance.

The CSB reports to the Policy & Resource Committee who are responsible for strategic policy, finance and corporate risk management including recommending the Capital and Revenue Budget, Medium Term Financial Strategy and Corporate Plan to Full Council.

An overview of the CSB's governance role and its place in the Council's structure is provided in the diagram below.



## Additions to the Capital Programme

Throughout the financial year, business areas put forward proposals for new projects that are required to meet the needs of their services for consideration at the Capital Strategy Board.

All proposed schemes requiring capital investment provide capital bid forms, signed off by Finance Business Partners, including the following minimum information:

- Description of the scheme;
- The estimated financial implications, both capital and revenue;
- The expected outputs, outcomes and contribution to the Council's Priorities;
- Risk assessment and appraisal with potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

Business cases are scrutinised by the Capital Strategy Board where representatives will discuss and appraise the schemes based on reference to the capital strategy, corporate priorities, and evaluation criteria contained within the capital bid form. Recommendations are then put to CMT for additions to be included in the December Budget Headlines Report.

These proposals along with the officer approved Capital Programme are then presented as part of the Budget Report to P&R in February and referred to Full Council for approval; thereby setting the full capital programme for future years.

## Monitoring and Reviewing the Capital Programme

The decision-making framework and monitoring arrangements support effective delivery of the programme by ensuring projects are and continue to be realistic, not only financially but also with regard to timescales for deliver and benefits realisation.

Quarterly reports are developed based on the outcome of reviews at Finance Business Partner level and additional review and challenge at the Capital Strategy Board. The reports are scrutinised by elected members through the Financial Performance & Contracts Committee and provide a basis for the CSB to understand and address risks, and change forecasts where appropriate.

## Changes to the Capital Programme

Any slippages or accelerated spending or deletions to the capital programme are approved by the Policy and Resources Committee.

### *a) Deletions*

Regular formal challenge is provided to capital schemes throughout the capital programme from multiple sources such as Finance Business Partners (FBPs) and CSB members. Scrutiny is applied when expenditure has not yet been incurred or is lower than the anticipated profile of payments. Consequently, deletions are identified which remove projects which are recognised as no longer being required. Removing unnecessarily planned capital expenditure not only reduces the revenue requirement but also supports good financial management in accurately forecasting project costs and reducing slippage.

### *b) Slippage & Accelerated Spend*

In addition to the process of challenge of continued inclusion within the capital programme, scrutiny by FBPs or CSB members has been provided to the profiling assumptions of every scheme. As major capital works can span many financial years, there is a need to plan over a longer time horizon. Expanding the planning period enables existing schemes to spread the cost over a more reasonable delivery period.

## 9) Risk Management

The principal risks concerning any capital programme are around funding of the current and future projects, variations in the cost from agreed budgets and the projects not delivering the planned outcomes. Given that the council has limited reserves and no scope to increase its borrowing as a result of its revenue budget constraints, the council needs to adopt a low appetite approach to risk and investment.

**Funding** – All projects included within the programme are fully funded however there remains the risk that projects can overspend or not deliver the anticipated benefits

resulting in revenue pressures for the council.. Where external funds are being used the funds will be secured with funding agreements prior to their inclusion or received in advance. Where conditions apply careful monitoring will be in place to ensure the terms are met to prevent possible loss. Where borrowing is required the revenue costs will be built into the Medium Term Financial Strategy.

**Cost Variation** – These fall into two categories;

- i. Where the timing of expenditure changes from the budget set, and,
  - ii. Where the overall cost of the projects changes from the approved budget.
- This may result in a change to the borrowing profile of the Council and therefore have revenue implications. It may also affect the overall outcome of the project as decisions may need to be taken to ensure that the project that can be completed, with a potential impact on benefits delivered.
  - Managers are required to ensure adequate budget is in place prior to the commencement of projects. Budget should include a contingency sum to allow for possible anticipated variations where prices are not fixed with contractors. Careful monitoring and timely reporting is required to reduce the effects of cost variations. Budgets will be re-profiled to ensure timing changes are captured. Managers are required to identify alternative funding sources where overall cost variations occur during the delivery to contain them before sums are committed.

**Delivery of Outcomes** – Outcomes must be measured and compared against original objectives to ensure value for money and to reduce risk.

- Risk may increase if project delays cause disruption to the service and require interim solutions with both financial and non-financial consequences. The CSB will meet throughout the year to discuss progress on projects and makes decisions to minimise risk.
- If planned savings are not produced from the investment the revenue budgets may have a shortfall which will have to be addressed. It is therefore essential that careful evaluation of business cases and financial models are carried out and approved prior to the projects commencing.

## Appendix A: Prudential Indicators

Detailed description of prudential indicators

**Authorised limit for external debt:** This is a control on the maximum level of borrowing and represents a limit beyond which external debt is prohibited. This limit needs to be set or revised by the full Council and reflects the external debt that, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.

**Operational boundary:** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

**Capital Financing Requirement (CFR):** The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the council's indebtedness and its underlying borrowing need. Any capital expenditure which has not been immediately paid for which increases the CFR. The CFR does not increase indefinitely as the minimum revenue provision (MRP) is a statutory annual revenue charge that broadly reduces the indebtedness in line with an asset's life, and so charges the economic consumption of capital assets as they are used.

## Appendix B: Capitalisation Policy

Capital expenditure as defined in section 2 is capitalised on an accruals basis. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred. Any expenditure on an asset that is under £10,000 is considered non-enhancing and is treated as revenue expenditure. Any acquisitions such as equipment and vehicles for less than £10,000 are assessed and included in Property, Plant and Equipment if considered appropriate to do so.

In accordance with *IAS 16- Property, Plant and Equipment* assets are initially measured at cost, comprising:

- the purchase price;
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management; and
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

The costs of assets acquired other than by purchase is deemed to be at fair value, unless the acquisition does not have commercial substance. In the later case, where an asset is acquired via an exchange, the cost of the acquisition via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Council.

Further details of the Council's capital expenditure accounting policies can be found in the Council's published Statement of Accounts which are available at [www.barnet.gov.uk](http://www.barnet.gov.uk).

# London Borough of Barnet

## Treasury Management Strategy Statement

### Minimum Revenue Provision Policy Statement and Annual Investment Strategy

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2019/20

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# 1 INTRODUCTION

## 1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate security and liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

*“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

Revised reporting is required for the 2019/20 reporting cycle due to revisions of the MHCLG Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately.

This authority has not engaged in any commercial investments and has no non-treasury investments. However, the Council has entered into lending activity to support its priorities and the borrowing required to support this lending activity is included within this statement.

## 1.2 Reporting requirements

### 1.2.1 Capital Strategy

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

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services

- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this capital strategy is to ensure that all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

### **1.2.2 Treasury Management Reporting**

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

**Prudential and treasury indicators and treasury strategy** (this report) - The first and most important report is forward looking and covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters by which investments are to be managed).

**A mid-year treasury management report** – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.

**An annual treasury report** – This provides details of actual prudential and treasury indicators and treasury operations compared to the estimates within the strategy.

### **Scrutiny**

The above reports are required to be adequately scrutinised before being recommended to the Council. The Performance and Contract Monitoring Committee and Policy and Resources Committee undertake this role.

### **1.3 Treasury Management Strategy for 2019/20**

The strategy for 2019/20 covers two main areas:

#### **Capital issues**

- \* the capital plans and the prudential indicators;
- \* the minimum revenue provision (MRP) policy.

#### **Treasury management issues**

- \* the current treasury position;
- \* treasury indicators which limit the treasury risk and activities of the Council;
- \* prospects for interest rates;
- \* the borrowing strategy;
- \* policy on borrowing in advance of need;
- \* debt rescheduling;
- \* the investment strategy;
- \* creditworthiness policy; and
- \* the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance

#### **1.4 Training**

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training was provided to members of the Policy and Resources Committee on 23 October 2018. Further training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

#### **1.5 Treasury management consultants**

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

#### **1.6 Purpose**

The purpose of this Treasury Management Strategy Statement is to seek approval for:

- Treasury Management Strategy for 2019/20;
- Annual Investment Strategy for 2019/20;
- Prudential Indicators for, 2019/20 to 2021/22;
- MRP statement (see Appendix para 5.1.1).

#### **1.7 Recommendations**

The main recommended revisions to the Treasury Management Strategy are:

- New external borrowing in 2018-19 has all been short-term. With interest rates of all durations expected to increase, short-term loans will be switched into longer maturities in 2019-20.

#### **1.8 Changes between 2018-19 and 2019-20 TMSS**

The Treasury Management Strategy has been updated as follows:

- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updated to reflect the latest forecast for interest rates. Bank rate is expected to remain at 0.75% until quarter 2, 2019.
- The use of Money Market Funds as specified investments has been expanded to include LVNAV funds (see appendix 5.3).

- The mid-year change made in 2018-19 to include “loans to organisations delivering community benefits” within permitted non-specified investments is also reflected in the 2019-20 strategy.
- Permitted non-specified investments also include a new category for loans to TBG Open Door Limited.
- Capital expenditure include the proposed loans to TBG Open Door Homes Limited and Saracens Rugby Club.

### **1.9 Additional external Borrowing**

It is anticipated that external borrowing to finance the 2019-20 and later capital programmes and lending activity will be required to taken in early to mid 2019.

### **1.10 Investment Policy and Instruments**

The proposed criteria for specified and non-specified investments are shown in section 5.3. Further diversification of financial instruments into more secure / higher yield asset classes will be made in consultation with the Council's investment advisor.

## 2 THE CAPITAL PRUDENTIAL INDICATORS 2019/20 – 2021/22

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

<b>Capital expenditure £'000</b>	<b>2017/18 Actual</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
<b>Non-HRA</b>	<b>115,514</b>	<b>262,413</b>	<b>275,563</b>	<b>61,639</b>	<b>62,526</b>
<b>HRA</b>	<b>49,378</b>	<b>33,564</b>	<b>78,143</b>	<b>19,589</b>	<b>18,049</b>
<b>Total</b>	<b>164,892</b>	<b>295,977</b>	<b>353,706</b>	<b>81,228</b>	<b>80,575</b>

Other long-term liabilities. The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements, which already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need.

<b>Financing of capital expenditure £'000</b>	<b>2017/18 Actual</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
Capital receipts	32,706	25,534	60,020	467	0
Capital grants	60,886	85,248	57,956	1,190	0
Capital reserves	7,598	28,977	20,837	2,602	1,250
Revenue	29,258	25,894	26,404	19,589	18,049
<b>Total Financing</b>	<b>130,448</b>	<b>165,653</b>	<b>165,217</b>	<b>23,848</b>	<b>19,299</b>
<b>Net capital financing need for the year</b>	<b>34,444</b>	<b>130,324</b>	<b>188,489</b>	<b>57,380</b>	<b>61,276</b>

The value of capital expenditure included planned loans to TBG Open Door Homes and Saracens Rugby club.

## 2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and its underlying borrowing need. Any capital expenditure above, which has not been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge that broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £16.0m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£'000	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
<b>Capital Financing Requirement</b>					
CFR – non-housing	258,532	370,846	510,861	555,178	603,560
CFR – housing	200,634	207,961	243,982	243,982	243,982
<b>Total CFR</b>	<b>459,166</b>	<b>578,807</b>	<b>754,843</b>	<b>799,160</b>	<b>847,542</b>
<b>Movement in CFR</b>	<b>23,515</b>	<b>119,641</b>	<b>176,036</b>	<b>44,317</b>	<b>48,382</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year (above)	34,444	130,324	188,489	57,380	61,276
Less MRP and other financing movements	-10,929	-10,683	-12,453	-13,063	-12,894
<b>Movement in CFR</b>	<b>23,515</b>	<b>119,641</b>	<b>176,036</b>	<b>44,317</b>	<b>48,382</b>

### 3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the capital activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the Council's capital strategy and day-to-day transactional needs. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

#### 3.1 Current portfolio position

The overall treasury management portfolio as at 31 March 2018 and at 31 December 2018 are shown below for both borrowing and investments.

	Investments and Borrowing			
	31.3.2018		31.12.2018	
	£'000	%	£'000	%
<b>Treasury Investments</b>				
Money Market Funds	47,100	49.3%	23,600	61.1%
Local Authorities	23,000	24.1%	5,000	13.0%
Banks UK	20,400	21.4%	10,000	25.9%
Banks Overseas	5,000	5.2%	0	0.0%
Total treasury investments	<u>95,500</u>	<u>100.0%</u>	<u>38,600</u>	<u>100.0%</u>
<b>Borrowing</b>				
PWLB	241,580	79.4%	241,580	71.2%
Bank borrowing - LOBO's	<u>62,500</u>	20.6%	<u>62,500</u>	18.4%
Total long-term debt	<u>304,080</u>		<u>304,080</u>	
Short-term local authority debt	0	0.0%	35,000	10.3%
Total Treasury Borrowing	<u>304,080</u>	<u>100.0%</u>	<u>339,080</u>	<u>100.0%</u>
Net Treasury Investments / (Borrowing)	-208,580		-300,480	
Other long-term liabilities	-15,974		-15,974	
<b>Net Investments / (borrowing)</b>	<b>-224,554</b>		<b>-316,454</b>	

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

<b>£'000</b>	<b>2017/18 Actual</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>
<b>External Debt</b>					
Debt at 1 April	304,080	304,080	361,521	537,857	582,474
Expected change in Debt	0	57,441	176,336	44,617	48,682
Other long-term liabilities (OLTL)	16,402	15,974	15,601	15,228	14,855
Expected change in OLTL	-428	-373	-373	-373	-373
Actual gross debt at 31 March	<b>320,054</b>	<b>377,122</b>	<b>553,085</b>	<b>597,329</b>	<b>645,638</b>
The Capital Financing Requirement	<b>459,166</b>	<b>578,807</b>	<b>754,843</b>	<b>799,160</b>	<b>847,542</b>
Under / (over) borrowing	<b>139,112</b>	<b>201,685</b>	<b>201,758</b>	<b>201,831</b>	<b>201,904</b>

Within the prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year. Previously we have reported that no difficulties were expected with this indicator in future year. However, the growth in loans will need monitoring to ensure that borrowing does not exceed the CFR. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: limits to borrowing activity

**The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources. The limits below are based on projected CFR with a reduction of £100 million to reflect retained reserves.

Operational boundary £'000	2018/19 Projected Actuals	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Debt	361,521	639,242	683,932	732,687
Other long-term liabilities	15,974	15,601	15,228	14,855
Total	377,495	654,843	699,160	747,542

**The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt that, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.

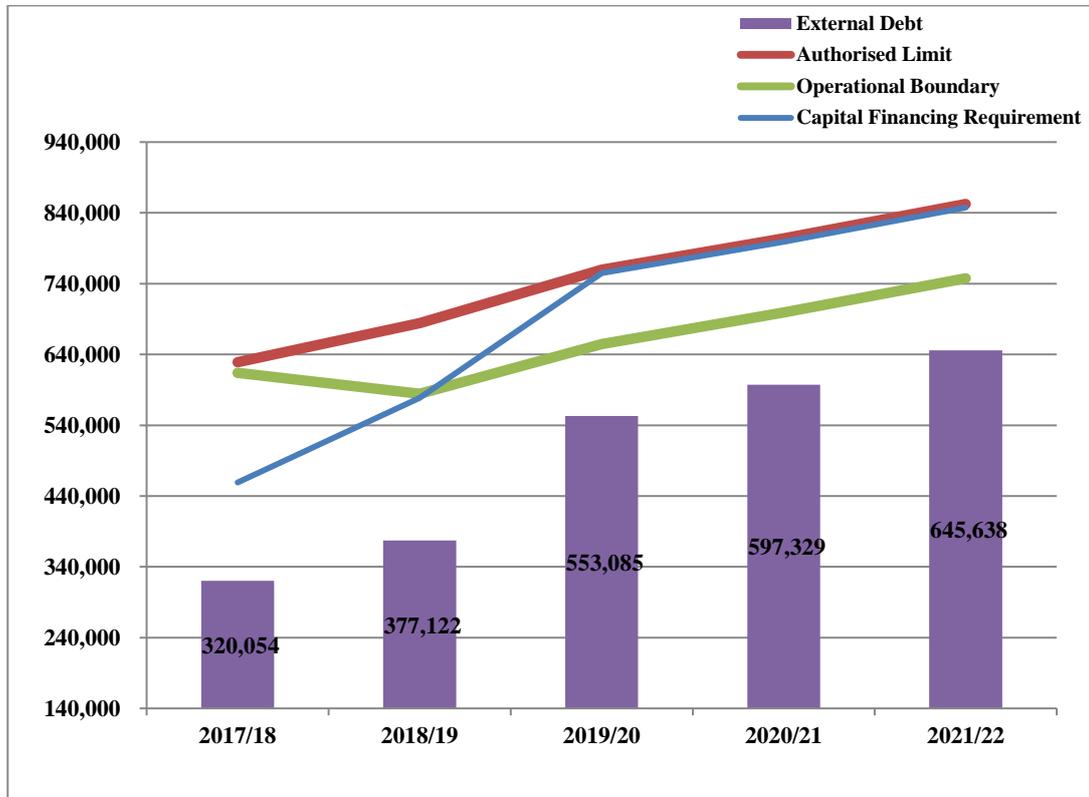
1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £'000	2018/19 Projected Actuals	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Debt	361,521	739,242	783,932	832,687
Other long-term liabilities	15,974	20,601	20,228	19,855
Total	377,495	759,843	804,160	852,542

Until recently (October 2018), the Council was limited to a maximum HRA CFR through the HRA self-financing regime. This limit was £240.043 million. HRA has replaced this limit in their business plan with a voluntary limit of £350 million.

HRA Debt Limit £'000	2018/19 Projected Actuals	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt cap	240,043	350,000	350,000	350,000
HRA CFR	210,031	244,616	244,616	244,616
HRA headroom	30,012	105,384	105,384	105,384

The graph below illustrates the capital and borrowing position over the TMSS period. The authorised and operational limits reflect an expectation that capital expenditure levels will be below these envisaged in the plans above.



### 3.3 Prospects for interest rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The table in appendix 5.2 provides Link’s central view.

The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth became increasingly strong during 2018 until slowing significantly during the last quarter. At their November quarterly Inflation Report meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor’s fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. On a major assumption that Parliament and the EU agree a Brexit deal in the first quarter of 2019, then the next increase in Bank Rate is forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns and purchased riskier assets. In 2016, we saw

the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed rate to reach 2.25 – 2.50% in December 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We therefore saw US 10-year bond Treasury yields rise above 3.2% during October 2018 and investors causing a sharp fall in equity prices as they sold out of holding riskier assets. However, by early January 2019, US 10-year bond yields had fallen back considerably on fears that the Fed was being too aggressive in raising interest rates and was going to cause a recession. Equity prices have been very volatile on alternating good and bad news during this period.

From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### **Investment and borrowing rates**

- Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.
- Borrowing interest rates have been volatile so far in 2018-19 and while they were on a rising trend during the first half of the year, they have backtracked since then until early January. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;

There will remain a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

### **3.4 Borrowing strategy**

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

A key determinant of the timing of borrowing is certainty over the scale and timing of the capital programme. Without this certainty, there is a reluctance to enter into long-term borrowing.

Against this background and the risks within the economic forecast, caution will be adopted with the 2019/20 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp FALL in long and short-term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper RISE in long and short-term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to the Financial Performance and Contracts Committee at the next available opportunity.

### **3.5 Policy on borrowing in advance of need**

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. The above policy permits forward funding of capital expenditure provided that current debt is below CFR (and within approved limits) i.e. reserves and working capital are mitigating borrowing requirements. Any advance funding will not exceed more than 12 months capital expenditure plans.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.6 Debt rescheduling**

As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred) together with the life of assets in the capital programme and the expected cost to refinance short term borrowing in future years.

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Current expectations are that interest rates, both short and long term will gradually increase. Cash balances have been reduced to levels consistent with maintaining liquidity and are supported by short-term borrowing. The immediate focus is on when to switch borrowing into longer term debt to lock in rates that remain remarkably low in the longer-term context.

The Council has Lender Option Borrower Option debt of £62.5 million due to mature between 2054 and 2076. These loans carry the right of the lenders to change the interest rates and of the Council to repay without cost. The current intention is that should a change in interest rate be proposed, that the Council will exercise the option to repay.

All rescheduling will be reported to the Financial Performance and Contracts Committee at the earliest meeting following its action.

### **3.7 Sources of New Borrowing**

The benchmark for appraising borrowing opportunities will remain the PWLB due to its transparent pricing, flexibility of terms (available maturities, fixed and variable interest rates and repayment profiles), the speed of funding, the absence of complex documentation and the known cost of early repayment. PWLB rates are offered at a fixed margin over Government gilt yields. Other borrowing avenues that may offer advantages over the PWLB are possible. The main advantage is the opportunity for lower interest rates, but others include forward pricing of loans and inflation linked interest rates. Potential lenders include institutions (via bond issues), insurance companies and the Municipal Bond Agency. When considering borrowing alternatives, all factors including price, contractual terms, flexibility etc, will be evaluated.

## **4 ANNUAL INVESTMENT STRATEGY**

### **4.1 Investment policy**

The Council's investment policy has regard to the following: -

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

In accordance with the above guidance from the MHCLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties that also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long-Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to monitor market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 5.3 under the 'specified' and 'non-specified' investments categories.

### **4.2 Creditworthiness policy**

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections appendix 5.3; and
- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Chief Finance Officer will maintain a counterparty list in compliance with the criteria in appendix 5.3 and will revise the criteria and submit them to Council for approval as necessary.

Credit rating information is supplied by Link Asset Services, our treasury advisors, on all active counterparties. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are considered before dealing. For instance, a negative rating

Watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

A limit of £100 million will be applied to the use of non-specified investments as described in appendix 5.3.

**Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the selection of counterparties relies primarily on the application of credit ratings additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.

**Time and monetary limits applying to investments.** The time and monetary limits for institutions on the Council's counterparty list and the proposed criteria for specified and non-specified investments are shown in Appendix 5.3 for approval.

#### 4.3 Country and sector limits

Due care will be taken to consider the country, group and sector exposure of the Council's investments.

The Council has determined that it will only use approved counterparties from the United Kingdom or countries with a minimum sovereign credit rating of AA from Fitch (or equivalent). This minimum rating does not apply to the United Kingdom. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.4. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition:

- no more than £40 million will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

#### 4.4 Investment strategy

##### **Investment returns expectations.**

Bank Rate is forecast to stay flat at 0.75% until quarter 2 2019 and then to gradually increase to 2.00% by quarter 1 2022. Bank Rate forecasts for financial year ends (March) are:

- 2018/19 0.75%
- 2019/20 1.25%
- 2020/21 1.50%
- 2021/22 2.00%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

2019/20	1.00%
2020/21	1.50%
2021/21	1.75%

The overall balance of risks to economic growth in the UK is probably neutral. The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably

also even and are dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

**Investment treasury indicator and limit** - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit:

<b>Maximum principal sums invested &gt; 364 &amp; 365 days</b>			
<b>£m</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Principal sums invested > 364 & 365 days	£25 million	£25 million	£25 million

For its cash flow generated balances, the Council will seek to utilise money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

#### **4.5 Investment risk benchmarking**

The Council will use an investment benchmark to assess the investment performance of its investment portfolio of 7-day LIBID.

#### **4.6 End of year investment report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

#### **4.7 Icelandic bank investments**

The Council has no Icelandic bank investments.

## **5 APPENDICES**

1. Prudential and treasury indicators and MRP statement
2. Interest rate forecasts
3. Treasury management practice 1 – credit and counterparty risk management
4. Approved countries for investments
5. Treasury management scheme of delegation
6. The treasury management role of the section 151 officer

## **5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2019/20 – 2021/22 AND MRP STATEMENT**

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### **5.1.1 Minimum revenue provision (MRP) policy statement**

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

MHCLG regulations have been issued which require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

#### **Regulatory Method / Existing practice**

MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

**Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

The Council may consider using an MRP holiday if required to match future cashflow arising from capital schemes.

Repayments included in annual PFI or finance leases are applied as MRP.

#### **HRA**

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

The Council has not made voluntary revenue provisions.

#### **Loan to Open Door**

The Council has established a company to which it will be providing loans on a commercial basis. The cash advances will be used by the company to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full by 2040, with interest paid. Once funds are returned to the Authority, the returned funds are classed as a capital receipt and are offset against the CFR, which will reduce accordingly. As the funds will be returned in full, there is no need to

set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application.

The outstanding loan/CFR position will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence.

### 5.1.2 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework, prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

#### a. Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

%	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Non-HRA	4.54%	5.16%	6.40%	7.78%	8.06%
HRA	11.77%	12.82%	13.83%	14.41%	14.10%

Both ratios, in particular Non-HRA, increase substantially reflecting the scale of the capital programme and the lending activity outline in section 2.1 of the statement.

#### b. HRA ratios

£	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt £'000	199,501	206,828	242,849	242,849	242,849
HRA debt cap	240,043	240,043	350,000	350,000	350,000
HRA revenues £'000	60,677	58,216	57,665	60,163	61,484
Multiple of debt to revenues	3.3	3.6	4.2	4.0	3.9

£	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt £'000	199,501	206,828	242,849	242,849	242,849
Number of HRA dwellings	9,745	9,483	9,387	9,130	8,681
Debt per dwelling £	20,472	21,810	25,871	26,599	27,975

#### **5.1.4 Treasury indicators for debt**

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2019/20	2020/21	2021/22
<b>Interest rate exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates based on net debt</b>	100%	100%	100%
<b>Limits on variable interest rates based on net debt</b>	40%	40%	40%
<b>30%</b>			
	<b>Current</b>	<b>Lower</b>	<b>Upper</b>
Under 12 months	29%	0%	50%
12 months to 2 years	0%	0%	50%
2 years to 5 years	0%	0%	75%
5 years to 10 years	7%	0%	75%
10 years to 25 years	52%	0%	75%
25 years to 50 years	12%	0%	100%
<b>Maturity structure of variable interest rate borrowing 2019/20</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	50%	
12 months to 2 years	0%	50%	
2 years to 5 years	0%	75%	
5 years to 10 years	0%	75%	
10 years to 25 years	0%	75%	
25 years to 50 years	0%	100%	

The above table is based on those loans with borrower options (LOBO's) being treated as repayable at the next date the lender can alter the interest rate (and the Council can opt to repay). If these loans were shown as maturing at the contractual maturity date, the proportion maturing within 12 months would be 10% and the proportion over 25 years would be 30%. Currently the prevailing and forecast rate of interest on new debt is lower than the existing LOBO loans making any interest calls unlikely.

The variable limit has been increased from 30% to 40% to reflect the classification of LOBO loans as variable. Currently, LOBO loans and short-term borrowing represents 29% of debt balances.

## 5.2 INTEREST RATE FORECASTS 2019 – 2022

Link Asset Services Interest Rate View													
	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

### 5.3 CREDIT AND COUNTERPARTY RISK MANAGEMENT

The MHCLG issued Investment Guidance in 2018, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective, the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 23 March 2003 and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

**Annual investment strategy** - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

**Strategy guidelines** – The main strategy guidelines are contained in the body of the treasury strategy statement.

**Specified investments** – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments that would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society), which is defined as having a minimum Short-Term rating of F2 (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria

are a maximum of 365 days (to be classified as specified) and a counterparty limit of £25 million.

#### Low Volatility Net Asset Value (LVNAV) Money Market Funds

A new category of money market funds (MMF) has been introduced into the table below – low volatility net asset value. All sterling funds that do not invest mainly in government bonds are no longer able under EC regulations to be classified as constant net asset value (CNAV).

One of the characteristics of a MMF is that one pound invested is always returned (there have been no sterling exceptions) as a pound (with income distributed monthly). CNAV MMF's are able to maintain a stable net asset value provided that the market value of the underlying investments is within 0.5% of the cost.

All the existing MMF's in use by Barnet will be changing to a Low Volatility Net Asset Value structure. The rules and structure are substantially similar. LVNAV funds can only maintain a fixed value if the value of investments is within 0.2% of the cost. In order to maintain a close relationship between costs and value, it is expected that the average maturity profile of MMF's will be shortened. LVNAV funds unlike CNAV funds are allowed to impose liquidity fees and redemption gates on investors under certain circumstances. The MMF's in which we invest will continue to be AAmmf rated and we will spread our investments over more than one fund to protect against redemption restrictions and costs.

The table below provides further details on the counterparties and limits for specified investments.

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 would need to be in line with the Council’s Scheme of Delegation and Key Decision thresholds levels.**

#### **Loans to TBG Open Door Limited**

The Council is considering advancing loans to its only owned affiliate TBG Open Door Limited to fund the purchase and build of affordable homes. A provision is included below for lending up to a maximum of £300 million.

The table below details the instruments, maximum maturity and monetary limits for non-specified investments.

<b>Instrument</b>	<b>Maximum maturity</b>	<b>Max £M of portfolio and Credit limit</b>	<b>Capital expenditure?</b>	<b>Example</b>
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	10 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	10 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	

Other Non-Specified investments are permitted subject to the undertaking of a credit assessment by the Council's treasury advisor (or in the case of loans to local organisations, by a suitably qualified external advisor appointed by the Council) on a case-by-case basis. These are detailed below:

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£25 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	Barnet Homes Open Door not within TMS
Corporate and debt instruments issued by corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria
Loans to organisations delivering community benefits.	Over the life of the asset.	£25 million per counterparty.	Yes	Loans to sporting clubs based in the borough.
Loans to TBG Open Door Limited	As set out in the loan agreement	£300 million	Yes	

In the tables above, the minimum credit rating will be the lowest equivalent long-term rating assigned by Fitch, Moody's and Standard and Poor's. Where the credit rating is the minimum acceptable, the Council will consider rating sentiment and market sentiment e.g. the pricing of credit default swaps.

**The monitoring of investment counterparties** - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Chief Financial Officer and if required new counterparties which meet the criteria will be added to the list. The Council will not always follow the maximum maturity guidance issued by Link. However, any deposit made with a longer maturity than the Link guidance will be approved with the Chief Financial Officer.

#### **5.4 APPROVED COUNTRIES FOR INVESTMENTS**

Below is listed the domicile of the counterparties with which the Council will transact.

##### AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

##### AA+

- Finland
- U.S.A.

##### AA

- Abu Dhabi (UAE)
- France
- Hong Kong
- U.K.

This page is correct as at 15 January 2019. The Council will continue to utilise UK counterparties should the national rating fall below AA provided the individual counterparty restrictions are achieved.

## **5.5 TREASURY MANAGEMENT SCHEME OF DELEGATION**

### **(i) Council**

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

### **(ii) Policy and Resources Committee**

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- approving the selection of external service providers and agreeing terms of appointment.

### **(iii) The Financial Performance and Contracts Committee**

- receiving and reviewing regular monitoring reports and acting on recommendations.

### **(iv) Audit Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

## **5.6 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER**

### **The S151 (responsible) officer**

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.;
- preparation of a capital strategy to include capital expenditure, capital financing, and treasury management, with a long-term timeframe;
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money; and
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.

# Appendix M- Reserves and Balances Policy

## 1. Background

Barnet Council is required to maintain adequate financial reserves as they play vital part of prudential financial management of the authority, including the ongoing ability of the organisation to meet the balanced budget requirement. The purpose of this policy is to set out how the Council will determine the level and purpose of reserves.

Reserves are an integral part of sound financial management. They help the Council to manage with unpredictable financial pressures and plan for future spending commitments.

Councils are free to determine the type and level of reserves they hold. Barnet council are responsible for ensuring that the level, purpose and planned use of reserves is appropriate when developing the Medium Term Financial Strategy and setting the annual budget

Section 32 and 43 of the Local Government Finance Act 1992 require local authorities to have regard to the level of reserves needed for meeting estimated future expenditure then calculating the budget requirement. However, there is no specified minimum level of reserves that an authority should hold. It is the responsibility of the Chief Financial Officer and the Members of the Council to determine the level of reserves and to ensure that there are procedures for their formation and use.

## 2. Operation of Reserves

**2.1** When reviewing the Medium Term Financial Strategy and preparing annual budgets the Council should consider the establishment and maintenance of reserves.

Reserves are sums of money held by the Council to meet future expenditure.

**2.2** Reserves are generally held to do three things:

- Create a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. This forms a part of general reserves.
- Create a contingency to cushion the impact of unexpected events or emergencies. This also forms part of general reserves.
- Creates a means of building up funds, often referred to as earmarked reserves, as defined above, to meet known or predicted liabilities.

### 3. Types of Reserves

3.1 Reserves are classified in specific categories to help distinguish between the type of reserve and their use.

**General Fund Reserves** – (also referred to as General Fund Balances), to meet short term, unforeseeable expenditure arising from unexpected events or emergencies. To enable significant changes in resources or expenditure to be properly managed over the period of the Medium Term Financial Strategy.

**Unusable reserves** – these arise out of a requirement under legislation and proper accounting practice either to accumulate revaluation gains or as adjustment accounts to comply with statutory accounting requirements. These reserves are not backed by resources and therefore cannot be used for any other purpose. Hence, these reserves are not available to fund expenditure

**Earmarked and Specific Reserves** – to meet known or predicted requirements, or established by statute. The purpose of this reserve is to enable sums to be set aside for specific purposes or in respect of potential or contingent liabilities where the creation of a provision is not required or permitted.

- Major Repairs Reserve  
The balance on this reserve represents the amount unspent of the major repairs allocation (MRA) and will be used to meet housing capital expenditure in future years.
- MTFS Reserve  
The Council will maintain an MTFS reserve to support the delivery of progressive reductions in expenditure over the coming years, manage increased uncertainty as a result of recent transfers of business rates and council tax support into locally financed expenditure and to fund the one-off costs of transformation needed to allow future savings and for capital investment supporting our economic growth agenda.
- Collection Fund Smoothing Reserve  
The purpose of this reserve is to account for timing differences between when the MTFS expects tax receipts to come on stream and when the income actually starts to be accrued. Differences can occur as a result of a number of factors such as accelerated or slipped completion of housing developments affecting when properties are liable for council tax. It is deemed that an appropriate 'cap' on this reserve should be £5m. Any additional balance above that will be freed up and placed into other earmarked reserves.
- Costs of delivering the MTFS (Transformation Reserve)  
This reserve is to fund one-off costs in relation to the delivery of the savings required over the MTFS period and will be kept under review by the section 151 officer as savings and projects are implemented. £2m has been earmarked for this purpose. In addition to the £2m fund for MTFS delivery, £0.600m relating to the ongoing review of outsourced services and the transitional costs of insourcing

Strategic HR and Finance are to be included within this reserve following approval at Policy and Resources Committee in December 2018.

- Revenue implications of capital  
This reserve has been established as a source of funding towards costs which do not meet the strict definition of capital expenditure but for which there was no revenue provision. An example of this type of cost would be feasibility work or for costs such as the decanting of staff contained within the costs of the Office Build project. The balance allocated is £2.428m which is deemed an appropriate amount for the MTFS period.
- Community Infrastructure Reserve  
This reserve is likely to be required to support Community Infrastructure Capital projects and growth in Housing and Business.
- Public Health Reserve  
The Council assumed responsibility for certain Public Health functions from April 2013 supported through a new Public Health grant; this reserve will be used to manage any over or underspends against this grant which is restricted to Public Health expenditure.
- Special Parking Account Reserve  
This account is to hold the additional income achieved above the agreed surplus transferred to the General Fund on annual basis. The amount to be transferred to the General Fund is agreed annually, but is subject to change in year. The reserve can be used for several activities such as; bus priority measures and improvements to bus stops, on-street measures to promote walking and cycling, road safety measures, traffic reduction and traffic management measures, environmental street improvement schemes in town centres and development of school travel plans and workplace travel plans.
- Services Specific Reserves  
Includes the net unspent balance of services and other budgets where it has been agreed that such sums could be carried-forward for use in subsequent years.

#### **4. Establishing a new Reserve**

**4.1** New reserves may be created at any time, but must be approved by Policy and Resources Committee when a reserve is established. Policy and Resources Committee needs to approve the following:

- *Purpose* – the reason for creating the reserve should be clearly stated.
- *Usage* – there should be a clear statement of how and when the reserve can be used.
- *Basis of transactions* – delegated authority for approval of expenditure from the reserve.

- *Management and control* – a member of Council Management Team must have responsibility for the reserve, although day to day management of the reserve may be delegated to a specific officer.

## **5. Reporting Reserves**

- 5.1** The Chief Financial Officer has a fiduciary duty to local tax payers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
- 5.2** The overall level of balances will be reported quarterly as part of the CFO's report to the Financial Performance and Contracts Committee.
- 5.3** The budget report to Council will include a forecast of the level of reserves over the MTFS period.

## **6. Reviewing Reserves**

- 6.1** The level of reserves for the next five years will be reviewed at least annually as part of the Medium Term Financial Strategy process. The Council Management Team (CMT), together with other responsible officers, will review the Council's earmarked reserves for relevance of purpose and sustainability. A profile of income to and expenditure from the reserves will be produced for inclusion within the Medium Term Financial Strategy (MTFS).
- 6.2** All reserves are reviewed as part of the budget preparation, financial management and closing processes.
- 6.3** Any amendments to earmarked reserves should be reported to Policy and Resources Committee for approval.
- 6.4** Once a reserve has fulfilled the purpose for which it was established, the balance should be reallocated to another similar purpose earmarked reserve or General Fund Reserve.

It is the responsibility of the Chief Financial Officer to advise the Council about the level of reserves that it should hold and to ensure that there are clear procedures for their establishment and use and to report on the appropriateness of reserves.

## **7. Reserve Balances**

- 7.1** Over the life of the current Medium Term Financial Strategy, the Council intends to maintain the level of the General Fund Working Balances at or above £15m.
- 7.2** The level of earmarked reserves is set out in the Medium Term Financial Strategy and is linked into individual service delivery plans. The Chief Financial Officer assesses that the level of non ringfenced revenue reserves should not fall below £20m during the MTFS period.

## **8. Reserves and the management of risks**

- 8.1** Councils are facing significant financial challenges both now and in the future. The unprecedented reduction in government funding since 2010/11 and a decline in a number of other income sources. As well as the rising demand and increased costs for many services all pose a significant rising pressure and long-term risk for the Council.
- 8.2** The Council may consider using reserves to manage these risks. Certain earmarked reserves are set aside to deal with specific risks (as outlined in section 3).
- 8.3** The Council also manages unexpected financial shocks by maintaining the General Fund Working Balances. The level of this Working Balance is kept under review and it is the responsibility of the Chief Financial Officer to ensure it is at a level that is appropriate and reasonable as part of the budget setting process.
- 8.4** The Council is facing the following risks in the medium to long-term which are all to be managed as part of the MTFS process;

### On-Going Risks

- The implementation of the Council's budget savings programme
- Service Budgetary control
- Service spending pressures such as the unavoidable increase in demand for Social Care Services (such as children in care) coupled with the increased cost of complex packages and investment required to improve the service
- Inflationary pressures on Pay and Contracts
- Changing demographics and growing population particularly among the very young and very old, and with more people moving to London Borough of Barnet further increasing the pressure on our Services such as schools, housing and social infrastructure.
- Localisation of Business rates does always present a collection rate risk and an economic downturn risk
- Continued reductions in Government funding through to 2020 as part of the four-year settlement offer.

### New Risks

- Economic Stability on the run up and post-Brexit outcomes dependent on final deal. It is uncertain what the financial impact

will have both at a Central Government level and the affects this will have filtered down to Local governments.

- Central Government has indicated the possibility of further devolution of services/responsibilities to local authorities and these may not be sufficiently funded and impact may not be fully quantifiable.
- Welfare Reforms and the full roll out of Universal Credit which could impact on rent collection and potentially increase the number of homeless and vulnerable people seeking support and accommodation in the borough.

## **9. Delegated Authority**

**9.1** Authority to approve reserve contributions and drawdowns is with the Council's Section 151 Officer unless explicitly agreed by the Policy and Resources Committee. Examples of where this delegation may be to other officers is when the funding is legally ringfenced for a specific purpose.

# London Borough of Barnet

## Debt Management Policy

01 April 2019

## **Introduction and objectives**

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

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

The Council is responsible for the collection of:

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

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

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

The Council's objectives in relation to debt are:

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

## **Definition of a debtor**

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

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

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

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

## **Core Principles**

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

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

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

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

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

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

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

### Service Requirements

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

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

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

### Provisions

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

### Charging Policies

The Council will charge for all services where allowable.

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

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

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

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

### Performance Management

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

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

### **Monitoring and reporting of debt**

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

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

\*1 DCLG: Department for Communities and Local Government

\*2 DWP: Department for Work and Pensions

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

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

Housing Benefit	Collection	65% of debt recovered in current year against debt raised in current year. 25% of debt recovered in	Revenues and Benefits Manager
Type of Debt	Activity	Target	Responsible Officer
		current year against all debt outstanding 5% of debt written off against all debt outstanding	

## **Collection and Recovery**

### **Sundry Debt**

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 28 days.

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

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

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

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

The Council offers six different payment dates for customers who opt to pay council tax by Direct Debit as this is the most efficient and cost-effective method of payment for the Council. Business rates (NNDR) offers Direct Debit on the 5<sup>th</sup> of the month.

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

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

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

### Housing Benefit Overpayments

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

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

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

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

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

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

### Parking

The charging of Parking is under the powers of the Road Traffic Regulation Act 1984 (RTRA 1984). Local authorities may:

- Impose charges for parking in car parks; and
- Charge for parking in on-street parking bays (e.g. through the sale of

permits/vouchers and through various short-term payment methods)

The legislative regime for enforcing Penalty Charge Notices (PCN) is set out within the Traffic Management Act 2004 and The Civil Enforcement of Parking Contraventions (England) Regulations 2007

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

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

### Council Members and Staff

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

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

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

### Dispute Resolution

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

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

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

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

## **Enforcement Agents and Enforcement Management**

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

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

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

## **Write off procedures**

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

Debts may be regarded as uncollectable where:

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

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

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

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

The CIPFA Code of Practice on Local Authority Accounting, (The Code) requires the Council's statement of accounts to include sufficient provision for bad debts.

This provision will be determined by the Chief Finance Officer, in consultation with the Assistant Director of Finance, the Head of Exchequer Services and other Services. The external auditor will subsequently review this provision for appropriateness.

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

### **Customer Care and Debt Advice**

The Council will:

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

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

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

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

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

- Be invited to provide details of their means by listing their income and expenditure, (evidence will be requested if necessary).
- If they have other debts owing to the Council then these will also be considered when agreeing a recovery plan.

Be encouraged to use the money advice services available from the Citizens' Advice Bureau and other debt advice providers.

### **Advice and assistance**

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

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

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

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

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

#### Citizens' Advice Bureau

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

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

Local branches:

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

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

#### National Debtline

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

#### Business Debtline

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

#### Stepchange

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

### **Review of this policy**

The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. This policy will be reviewed annually to allow it to be updated and to take any service improvements or changes into account.

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no Impact)	Likelihood	Residual Risk (with Impact)	Likelihood	Risk Score	Impact	Likelihood	Response Option
<b>Strategic Risks (28)</b>														
STR004	Future financial pressures and funding uncertainty	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. business rates localisation and fair funding review) that affect council services could lead to further reduction of the multi-year budget resulting in non-achievement of MTF5 target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage.	Chief Executive	Finance	P&R - Medium and long term strategic planning	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	4	5	4	20	4	4	Treat
STR034	Debt management	If debts are not managed effectively this could lead to extra borrowing or an overspend on the revenue budget resulting in further financial strain, reduction in service quality or provision, resident dissatisfaction and reputational damage.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	- Debt management strategy	4	5	4	4	16	3	2	Treat
STR021	Delivery of Ofsted Improvement Action Plan	If the Ofsted Improvement Action Plan is not delivered across the partnership quickly enough, this could lead to outcomes for children, young people and families not improving at the pace required; also this may result in negative monitoring reports and future inspection outcomes.	Strategic Director, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-Delivery of robust action plan to take recommendations forward. -Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. -Refresh of the Barnet Safeguarding Children's Partnership functions, membership and work programme. -Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across the council to support improvement (including support services). -Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels (particularly when moving at pace).	5	4	4	4	16	4	3	Treat
STR007	Significant adults safeguarding incident	If council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Chief Executive	Statutory Duty	A&S - Embedding strength-based practice	-Adherence to the London multi-agency safeguarding adults policy and procedures. -Training programme and supervision policy and practice standards. -Quality assurance programme, including case audit, supervision audit, performance monitoring. -Report to CMT Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults and Safeguarding Committee and Health and Wellbeing Board annually. -Quality assurance ongoing in adult social care. -Provisional Mosaic safeguarding reports are in place.	5	5	5	3	15	5	3	Tolerate
STR020	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge and reputational damage.	Strategic Director Adults, Communities and Health	Statutory Duty	A&S - Embedding strength-based practice	-A programme board is in place to drive delivery of a fully functioning case management system (Mosaic), a new expert delivery partner has been procured and has now started to deliver the programme -Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. -Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. -LBB to continue close monitoring of plan and delivery.	5	5	5	3	15	1	1	Treat
STR024	Tri-borough reorganisation of the Met Police	Reorganisation of the Met Police into a tri-borough format may result in a dip in performance while the changes take place, police resources previously available to Barnet being reallocated to Harrow and Brent, and an increase in police response times due to the service being delivered over a larger geographical area and the relocation of police hubs. These events may ultimately lead to a decrease in community safety, reputational damage and a reduction of public confidence in policing in Barnet.	Strategic Director, Environment	Statutory Duty (the Met Police are responsible for these duties)	CL - Safer communities	-Regular sharing of data including the police staffing numbers and police response times. -Regular meetings with the Met Police borough commander. -Regular monitoring of confidence in police via Resident Perception Surveys by the council and Metropolitan Police surveys. -There is increased collaboration between the Met Police borough commander and Barnet's senior management team. -A monitoring regime has been implemented in advance of the implementation of the Tri-borough reorganisation.	3	5	3	5	15	2	4	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no Impact)	Likelihood	Residual Risk (with Impact)	Likelihood	Risk Score	Target Risk Impact	Likelihood	Response Option
STR013	Brexit	Due to the complex nature of services provided, demographic changes and macro-economic changes, the council may be unable to effectively respond in an agile way to Brexit resulting in not being able to deliver organisational objectives, financial impact and reputational damage.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-The council undertakes forward planning at the corporate level, as well as business planning. -The corporate risk management framework and audit process also control this risk. -Budget modelling takes into account latest population projections, changes in legislation and emerging pressures. Therefore, long-term planning allows for financial planning and certainty but an annual review allows for any emerging pressures to be factored in.	5	4	5	3	15	5	1	Treat
STR023	Commercial viability of strategic suppliers	If the commercial viability of a strategic supplier declines this could lead to operational failures resulting in service disruption/reduction, failure to discharge statutory duties and financial costs.	Deputy Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-Contract management framework, with policy and procedures for commercial activity. -Contract monitoring takes place monthly with quarterly reporting to Financial Performance and Contracts Committee. -Contract register kept under review with checks on financial status of strategic suppliers. -Contract management arrangements in place, including indicators to identify financial stress. -Business continuity plans in place.	5	4	5	3	15	4	3	Treat
STR028	Impact of insourcing Re and CSG services on performance, contract and finance management	Proceeding with the business case for insourcing services delivered by Re and CSG (subject to committee agreement) without comprehensive and effective change management and risk management could lead to service disruption, temporary or longer-term performance reduction, additional costs, reduced long-term savings, contractual complications with remaining outsourced services, loss of technical knowledge and experience through personnel changes and failure to deliver statutory duties. This could result in additional costs to the council being incurred.	Chief Executive	Finance	P&R - Medium and long term strategic planning	1. Officers identified to carry out financial analysis ahead of choosing which of the business case options will provide best value for money and highest performance. 2. Elected members scrutiny of the business case decision via Full Council. 3. Effective management of "STR008 Successful challenge to the decision-making process" in relation to this insourcing risk.	5	5	5	3	15	5	1	Treat
STR031	Financial controls	If financial controls are not sufficient this could lead to the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	-A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	5	5	3	15	5	1	Treat
STR033	Implementation of 19/20 savings	If the savings identified for 2019/10 are not fully implemented this could lead to non-achievement of MTFs targets and an overspend on the revenue budget resulting in the use of reserves, reduction in service quality or provision, resident dissatisfaction and reputational damage.	Chief Executive	Finance	P&R - Medium and long term strategic planning	-Monthly budget monitoring	5	5	5	3	15	4	2	Treat
STR035	Failure of third party Pension administrator meeting standards	Poor performance levels could result in delays meeting statutory deadlines (e.g. annual benefit statements / valuations) and / or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; reputational risk through negative media exposure; and members not receiving the correct benefits or receiving benefits late.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	-Recruitment of a pensions consultant to enhance client side management. -Monthly update meetings to measure progress against data cleanse plan.	5	4	5	3	15	3	2	Treat
STR022	Development of Barnet House	Colindale Full Business Case (FBC) has a challenge to remove the liabilities around Barnet House. Failure to buy Freehold and opportunity to negotiate the purchase/early termination of long lease agreement could result in increased costs, reduced margins, reduced stakeholder confidence, reputational damage and reduced revenues.	Deputy Chief Executive	Finance	P&R - Implementing The Way We Work programme	-An option appraisal has been written, which details the available options to maximise value from Barnet House and the Colindale office building. The most financially beneficial option has been confirmed to be moving to Colindale and negotiating an early Barnet House lease surrender Negotiations with the Barnet House freeholder / head-lease holder will take place once the report has been presented at TW3 Board.	5	4	4	3	12	2	3	Treat

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STR006	Complexity of partnership working in the borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non-achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage.	Chief Executive	Statutory Duty	P&R - Continuing to improve Customer Services	-We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards. -Barnet Partnership Board meetings.	4	4	4	3	12	4	3	Tolerate
STR027	Compliance with Equality Duty without an Equalities Officer	With no dedicated Equalities Officer in place there is an increased risk that compliance with the Public Sector Equality Duty under the Equality Act 2010 is not maintained resulting in worsening outcomes for Barnet residents and legal action against the council.	Chief Executive	Statutory Duty	P&R - A culture of transparency and accountability	-Equality Policy 2014 in place -Strategic Equalities Objective in place -Corporate Performance Indicators in place -Equality Annual Report in place -Equality commitments to residents published -Equality Champions trained and in place -Mandatory Equality learning and development in place -Equality guidance material and advice available to all staff -Equality Duty is considered when any policy is developed, decided upon, implemented and reviewed -Joint Senior Leadership ownership of improved outcomes for people who have protected characteristics	5	5	4	3	12	4	1	Treat
STR001	Ability to attract and retain scarce skills or those in high demand	If the council is unable to attract and retain scarce skills or those in high demand within the labour market there could be an impact on the ability to deliver outcomes for residents and statutory responsibilities resulting in financial pressure, reputational damage and poor customer satisfaction.	Deputy Chief Executive	Statutory Duty	P&R - Medium and long term strategic planning	-Targeted interventions are underway to attract social workers in children's social care, and a further intervention is underway to convert agency social workers to permanent staff. -A new recruitment system is being implemented to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates. -The council is investing in new office accommodation in Colindale which will provide a new, modern working environment where staff can work in a more flexible, agile way. -The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. -An audit of the staff onboarding process is about to commence reviewing and seeking improvement to the processes for new starters. - Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff.	4	4	4	3	12	4	2	Treat
STR002	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans/incident response plans, the council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-The council has a corporate Business Continuity Strategy and Plan, and maintains a network of business continuity leads, with quarterly meetings on this subject. -The council carries out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios. -Quarterly Business Continuity meetings.	4	5	4	3	12	4	2	Treat
STR032	Implementation of new recycling and waste collection rounds	If issues with the implementation of the new recycling and waste collection rounds continue into the New Year this could lead to further service disruption and financial strain resulting in resident dissatisfaction and reputational damage.	Chief Executive	Statutory Duty	ENV - Modernising Environmental Services	-Ongoing communication with residents on new/revised collection days. -Additional and narrow access vehicles deployed to complete rounds. -Issues with blocked access and assisted collections followed-up. -Additional resources put into Contact Centre to handle increased volume of customer contacts. -Social media monitored and follow-up daily.	4	5	3	4	12	2	2	Treat
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around health and safety (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach, financial loss, personal injury or death.	Deputy Chief Executive	Health and Safety	HOUS - Building compliance and fire safety	-Health and safety policies and processes for managing compliance in respect of the council's estate and homes are in place; health and safety audits and inspections are carried out in accordance with policy; and fire risk assessments (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	3	5	2	10	5	1	Treat

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STR008	Successful challenge to the decision-making process	If statutory obligations to consult are not considered as part of the decision making process by any part of the organisation (retained or commissioned) when they are required to be, this may lead to successful legal challenges to the decision-making process resulting in judicial review of process, which has implications for officers and members, and could lead to reputational damage.	Chief Executive	Statutory Duty	P&R - Medium and long term strategic planning	-Corporate advice and guidance on decision-making are in place, with a clearance process. -Senior officers and members have oversight of decisions.	5	4	5	2	10	5	2	Tolerate
STR010	Potential fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and policies and procedures are neither fit for purpose nor adhered to, this could lead to the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage.	Director of Finance/ s151 Officer	Finance	P&R - Medium and long term strategic planning	-The council observes financial regulations, internal controls and standing orders, and contract procedure rules. Responsibilities relating to fraud prevention, detections and investigations are set out in the council's constitution. -There is a policy framework in place called the counter-fraud framework which contains counter-fraud, bribery and corruption policy and a whistleblowing policy. -The council also has an employee code of conduct which includes a gifts and hospitality policy, also other HR policies are in place. There is oversight by the Audit Committee. -The council has a dedicated fully qualified Corporate Anti-Fraud Team (CAFT), and an internal audit team who work closely together and have a risk based joint work plan which includes a communication/publicity strategy to ensure fraud risks/issue are identified and the control environment is reviewed as well as consideration and continued planning in relation to new risks and outcomes from internal audits/fraud investigations. -The CAFT also conduct proactive fraud drives and provide Fraud Awareness programmes and advice. CAFT take part national data matching initiatives (such as the National Fraud Initiative) in high fraud risk areas. They are able to respond to referrals of fraud and investigate them through to the appropriate outcome. They work closely with HR where internal fraud also raises disciplinary issues and are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	4	4	3	3	9	3	2	Treat
STR016	Neglecting corporate parenting duty	The council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Strategic Director, Children and Young People	Statutory Duty	CE&S - Children's Services Improvement Plan	-A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process. -The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	4	4	3	3	9	3	2	Treat
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) could expose IT networks to attacks the results of which could compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades. -The GDPR implementation plan such as continuing to push GDPR eLearning training, but risk score remains the same	4	4	4	2	8	4	2	Tolerate
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) could lead to disruption of IT networks resulting in a loss of access to information assets and disruption to council services.	Chief Executive	Business Continuity	CL - Emergency planning, preparedness and response	-Incident management policies in place to improve resilience and support business continuity, including regular assessment of information assets	4	4	4	2	8	4	2	Tolerate

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STR011	Impact of change in policies across the council/for specific committees	If there is a change in policies or in priorities across the council/for specific committees, this could result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget.	Chief Executive	Business Continuity	P&R - Medium and long term strategic planning	-Decisions are made in accordance with legal advice and the council undertakes forward planning at the corporate level. -The risk to the budget is controlled by the MTFS and business planning process, and Members are fully engaged.	4	3	4	2	8	4	2	Tolerate
STR012	Potential health and safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health and safety / compliance policies and procedures are not sufficiently developed, tested or adhered to by officers, members or the council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage.	Director of Public Health	Health and Safety	P&R - Medium and long term strategic planning	-Health and safety policies and processes around managing compliance are in place (available on the intranet), and the 95 buildings are being managed effectively. There are plans to identify gaps for other council stock. -Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these. -There is a "split" service, allowing access to additional health and safety advice available as required, but alongside Barnet-based staff with health and safety knowledge of local issues carrying out monitoring activities (including health and safety audits and inspections) as well as a statutory officer in place. -We have systems to collect information on incidents, and undertake regular health and safety audits and reports to senior officers and committees.	5	4	4	2	8	4	2	Treat
STR029	Employer failure to pay contributions to the Pension Fund	If the Pension Fund does not receive the correct amount of contributions from employers to fund employee pension liabilities this could lead to a scheme deficit resulting in member dissatisfaction, reputational damage and legal consequences.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	-Monthly monitoring of contribution payments received by the finance and administration teams. -Reconciliation through annual scheme returns.	4	5	4	2	8	2	1	Treat
STR025	Contractual disputes due to underperforming commissioned services	The potential for contract underperformance or non-delivery of commissioned services could result in disputes between Barnet and its delivery partners which, if unresolved, could lead to ongoing service delivery underperformance, failure to discharge statutory duties, legal/contractual costs, reputational damage and ultimately commissioned services being brought back in-house with the loss of planned savings and guaranteed income.	Commercial Director	Finance	P&R - Medium and long term strategic planning	-Contract performance is measured by monthly/quarterly/annual indicators and the output specification. -Contract performance is monitored via monthly/quarterly performance reports and monthly contract management meetings. -Dispute resolution is supported by a jointly managed issues log, the contract dispute resolution processes including escalation to exceptional meetings and legal support from HB Public Law. -Service continuity is ensured by provisional service continuity plans.	5	4	3	2	6	3	2	Tolerate

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<b>Service Risks (13)</b>														
<b>Adults, Communities and Health (6)</b>														
AC001	Increased overspend to meet statutory duties	Adults & Communities Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director (DASS)	Statutory Duty	A&S - Embedding strength-based practice	The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year. The new MTFS to 2024 will identify future demand pressures, and the council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model which focus on reducing demand for services and finding more creative ways to manage complex need.	5	5	5	4	20	3	3	Treat
AC002	Failure of care provider	A care provider could suddenly be unable to deliver services, due to: - provider going into administration - failure of regulatory inspection relating to quality of service - care provider chooses not to deliver services - HS&E breach leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences and breach of statutory duty.	Head of Integrated Care Quality	Business Continuity	A&S - Integrating local health and social care	For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. Care Quality advisors support homes through best practice support and supporting staff development. If issues identified then there is a clear provider concerns process to access risk to individuals and support improvement. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting. On-going work across the care market to share best practice, support staff development and improve quality of care. Development of a provider support 'offer' to ensure support offered by care quality team is meeting need. Implementing a new approach to monitoring - more streamline and better focus on quality. Working across North Central London to share ideas / learning how quality improvement programmes, including scoping opportunities for a more integrated approach with health.	5	5	4	5	20	4	3	Treat
PH06	Pandemic Influenza type disease outbreak - LA business continuity risk	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies impacting on the delivery of services and the health protection of the boroughs residents.	Director of Public Health	Statutory Duty	A&S - Health and Wellbeing	Secure tools developed to support the recording and updating of cases offline in emergency situations. Barnet multi-agency pan flu preparedness exercises and plans.	5	4	5	4	20	5	4	Tolerate
AC031	Budget management	Following the move to the new case management system, delays in resolving issues have limited the ability for the council to produce routine budget reports, which could result in budget issues not being identified and addressed in a timely fashion, leading to overspend.	Assistant Director Community and Wellbeing	Finance	A&S - Embedding strength-based practice	Workarounds in place to provide financial forecasts.	4	5	4	4	16	1	1	Treat
AC005	Challenges to recruit and retain qualified staff	A challenging job market (rest of London competing for the limited supply of social workers, qualified occupational therapists and other social care staff across all levels) could lead to difficulties in recruiting and retaining sufficient staff, resulting in insufficient staff to meet demand, reliance on agency workers impacting on budget, inability to carry out quality work, knock on effect on morale, non-statutory duties being de-prioritised.	Assistant Director Community And Wellbeing	Staffing and Culture	A&S - Integrating local health and social care	The Unified Pay and Reward project puts in place options to offer incentives. The Delivery Unit can also make use of agency staff. There is a workforce development plan in place to mitigate this risk in the medium to long term. Where appropriate transferring agency staff onto permanent contracts.	5	4	4	4	16	3	2	Treat

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AC028	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood, This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage.	Assistant Director Community and Wellbeing	Statutory Duty	A&S - Embedding strength-based practice	A programme board is in place to drive delivery of a fully functioning case management system (Mosaic) A new provider, Bettergov, has been appointed to complete the implementation of the system. -Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. -Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. -LBB to continue close monitoring of plan and delivery.	5	5	5	3	15	1	1	Treat
<b>Assurance (2)</b>														
AG020	Audit actions not implemented	If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.	Head of Internal Audit	Statutory Duty	P&R - A culture of transparency and accountability	Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Quarterly meeting to discuss non-implementation with Assurance Director or Chief Exec in attendance - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Growth bid submitted for 2019/20 to address risk of increased number of audit actions being raised and subsequent non-implementation / additional follow-up work	4	5	4	4	16	4	3	Treat
AG022	Inability to effectively respond to Major Emergency Incident	The failure to implement the EP2020 recommendations and Resilience Standards for London, could lead to the inability to effectively respond to a major emergency resulting in failure to deliver statutory support of emergency services under the Civil Contingencies Act 2004, increased risk/harm to individuals, legal challenge, financial and reputational.	Assurance Director	Business Continuity	P&R - Emergency planning, preparedness and response	1. Current review of EP and BC arrangements including EP2020 and resilience standards 2. Tested Plans and arrangements in place 3. Interim support arrangements in place in service and also with Haringey EP team in event of major incident	5	5	5	3	15	4	2	Treat
<b>Deputy Chief Executive (2)</b>														
DCE001	Challenge to deliver capital projects with CSG corporate programmes	Lack of capabilities to deliver capital and infrastructure projects within CSG corporate programmes could lead to strategic partners being unable to provide the required specialist resource resulting in projects being delivered over budget and over time.	Deputy Chief Executive	Finance	P&R - Medium and long term strategic planning	1. With uncertainty around the future relationship between LBB and Capita, retention of staff is becoming a key risk. 2. There is ability to take resource from the wider Capita supply chain, at day rate costs. 3. Ability to procure resource from other frameworks, at day rate costs. 4. Prioritisation of capital schemes to ensure appropriate focus of resources.	5	4	5	3	15	5	1	Treat
DCE002	Brent Cross funding strategy	The lack of agreement of a long-term funding strategy could lead to delays in the Brent Cross project specifically the delivery of the Brent Cross Thameslink station resulting in a financial impact to the Council's future income streams.	Deputy Chief Executive	Finance	ARG - Regenerating Brent Cross Cricklewood	1. The risk is being managed by the Brent Cross Governance Board and Assurance Board where Officers were working on finalising a long term funding strategy. 2. There is Short term financing of the project has been agreed to March 2019 which has allowed for more time for a long-term financing agreement.	3	5	3	5	15	3	2	Treat
<b>Environment (3)</b>														
TS013	Passenger transport services move	The handback of NLBP will necessitate the relocation of PTS vehicles with operation to a suitable alternate site, not being able to secure suitable site will result in either incurring additional costs to extend the current lease (subject to availability) or cause disruption to the Home to School transport service for Special Education Need children in and out of borough.	Street Scene Director	Business Continuity	ENV - Delivering transport improvements	Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	5	5	4	20	4	3	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk (with no Impact)	Likelihood	Residual Risk (with Impact)	Likelihood	Risk Score	Impact	Likelihood	Response Option
PI011	Winter Service	As a result of relocating the gritting depot from Barnet to Harrow there is a risk that the associated increased travel time will be detrimental to the ability to deliver an effective service in terms of speed of response and in particular the possibility that this may prevent the three eastern routes from being treated within the required timescale which may lead to road traffic accidents, associated insurance claims and even non-compliance with statutory duty in extreme cases.	Strategic Director, Environment	Business Continuity	ENV - Delivering highways improvements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. 4. Relevant contacts at TfL identified and daily exchange of plans/information implemented. 5. Lessons learnt exercise from the 2017/18 gritting season and the review and subsequent changes in operations is planned and underway in advance of the 2018/19 winter gritting season due to commence in October 2018. The intention of this exercise is to make changes that will improve service outcomes, including changes that will assist in reducing timescales of completing gritting operations.	5	4	5	3	15	5	2	Treat
PI022	Ongoing Operation of the Central Management System	Risk related to the Harvard Central management system being incapable of operating the street lights and providing reports to the Meter Administrator of the energy consumption usage to inform the monthly energy bills. This is due to the fact that Harvard have gone into Administration and as a consequence obtaining replacement parts and reporting of data may not be possible.	Strategic Director, Environment	Health and Safety	ENV - Delivering highways improvements	Authority client team has written to the PFI Service Provider Barnet Lighting Services to ask them to immediately identify the impact of Harvard going into administration, including: 1. Identifying historical faults to determine the quantity of spare parts required; 2. to identify current stock levels; 3. Based on 1 and 2 to identify timescale to meet BAU requirements; 4. to formulate an urgent Business Continuity Plan; 5. To identify any issues relating to providing data to the Meter Administrator each month for the electricity billing as failure to provide this would lead to at least a 40% increase in bills.	5	5	5	3	15	5	2	Treat
<b>Joint Risks (5)</b>														
<b>Education and Skills (1)</b>														
ES-023	Overall schools budget (DSG) overspends	Demand pressures resulting in Overall schools budget (DSG- Dedicated schools grant) overspends leading to pressure to cut SEN spending.	Education and Skills Director	Finance	CE&S - Ensuring Barnet schools remains in the	-Close monitoring of the budget.	4	5	4	4	16	4	4	Tolerate
<b>Customer Support Group (2)</b>														
CSG07	Quality of CSG finance support falls below required standard	Inadequate resourcing and/or poor processes could lead to incomplete or misleading financial information resulting in sub-optimal financial performance and poor value for money outcomes.	Head of Finance	Finance	P&R - Medium and long term strategic planning	-Weekly meetings to discuss issues and challenges and current staffing provision. -Temporary staff appointed to cover vacancies.	5	5	5	3	15	2	3	Treat
CSG08	Misstatement of pension fund	The lack of appropriate resourcing and non-escalation of issues to the appropriate manager could lead to a misstatement of pension fund statutory accounting and reporting (errors and delays) resulting in a qualified audit report, cost overruns/variations from auditor and associated reputational damage.	Head of Finance	Statutory duty	P&R - A culture of transparency and accountability	An improvement plan is in place to improve membership data, reducing the risk of material errors within valuations underpinning the pension fund valuation  All recommendations contained within the draft 2017/18 Pension Fund ISA260 document will be implemented in full  Additional controls will be implemented in relation to debts outstanding to the pension fund to reduce the risk of them becoming irrevocable	4	5	3	5	15	2	1	Treat
<b>Re (2)</b>														
OP14	Insufficient staff in Highways	Difficulties in retaining experienced and qualified Highways staff could lead to non-qualified staff being tasked to deliver specialised priority tasks resulting in poor delivery of tasks, non-compliance to	Barnet Partnership Director	Staffing and Culture	ENV - Delivering highways	1. Regular service level meetings with LBB to ensure all services are being managed to ensure seamless delivery. 2. Recruit experienced and qualified staff	3	4	4	4	16	2	2	Treat
OP27	Affordability of the Thames Link project	If the Thames link project becomes un-affordable this could lead to the project not going ahead and potentially the grant being clawed back from Government, this would result in LBB being liable for any abortive costs and would also have an impact on the viability of Brent Cross South.	Deputy Chief Executive (LBB)	Finance	ARG - Regenerating Brent Cross Cricklewood	1. Governance board has overcote 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

### Total Savings - 2019/20 - 2023/24

	19/20	20/21	21/22	22/23	23/24	Total
Theme Committees	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(6,081)	(3,402)	(1,724)	(1,332)	(1,092)	(13,631)
Assets, Regeneration & Growth*	(1,064)	(2,273)	(1,757)	(700)	(500)	(6,294)
Children, Education & Safeguarding	(3,912)	(1,959)	(1,009)	(1,404)	(1,509)	(9,793)
Community Leadership & Libraries	(243)	-	-	-	-	(243)
Environment	(4,630)	(3,800)	(1,800)	(2,400)	(2,500)	(15,130)
Housing	(1,248)	(869)	(1,640)	(1,660)	(1,237)	(6,654)
Policy & Resources	(2,312)	(1,827)	(661)	(434)	(361)	(5,595)
Public Health	(1,132)	(424)	(310)	(350)	(352)	(2,568)
<b>Identified Savings</b>	<b>(20,622)</b>	<b>(14,554)</b>	<b>(8,901)</b>	<b>(8,280)</b>	<b>(7,551)</b>	<b>(59,908)</b>
Adults Pipeline Savings	0	0	(1,200)	(2,375)	(1,950)	(5,525)
<b>Total Savings</b>	<b>(20,622)</b>	<b>(14,554)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(65,433)</b>
* CT growth savings & CT support savings (shown as CT income)	(657)					(657)
<b>Savings as per MTFS</b>	<b>(19,965)</b>	<b>(14,554)</b>	<b>(10,101)</b>	<b>(10,655)</b>	<b>(9,501)</b>	<b>(64,776)</b>

Adults & Safeguarding

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment										Total savings (All years)			
						Impact on Service Delivery		Impact on Customer Satisfaction		Equalities Impact		2019/20		2020/21			2021/22		2022/23
						£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
<b>Efficiency</b>																			
E2	Adults & Safeguarding	Staffing Efficiencies	Efficient and Effective	This saving is based on the previous MTFS saving (£213k), plus an additional 5% budget reduction across adult social care staffing (Total staffing spend is circa £15.5m).	This will be subject to formal consultation with staff. All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy, which supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation	This has the potential to impact on service delivery where capacity is reduced, such as longer waiting times. However, as far as possible, the proposals will take advantage of vacancies and maintain a strong front line.	If service delivery is negatively impacted there may be some negative impact on residents which will be kept under review.	An equalities impact assessment (EIA) will be undertaken as proposals develop and prior to commencement of formal consultation. This will need to consider staff and service users if there is a reduction in service level	(682)		(113)							(795)	
E3	Adults & Safeguarding	Transformation of Your Choice Barnet supported living and day-care services	Efficient and Effective	Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better outcomes. Savings in the first two years of the transformation programme have been delivered and in the final two years will continue with new services helping individuals progress towards independence as well as more efficient use of buildings and some reductions in the unit price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings: ( <a href="https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a> ). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the four year period and paragraphs 9.4 to 9.9 provide further details on the methods being used.	Service specific consultation and one to one engagement took place between June-September 2016.  <a href="http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a>	Impact on delivery positive as individuals will be supported to undertake new activities and live more independently. YCB will be using a person centred approach to ensure that the aspirations for individuals are fully met.	Consultation outcomes indicated that people welcomed these changes but needed to be assured that service users would be well supported to make these changes. The committee report on implementation of the new models at YCB (6th November 2017) sets out the reaction of service users and families to the new models.	Equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. <a href="http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a>  The EIA has been reviewed and the impact remains unchanged. The EIA will be kept under review.	(227)		(369)							(596)	
E4	Adults & Safeguarding	Rescoping and targetting of prevention contracts	Efficient and Effective	The savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness. Ensures investment is better aligned with demand profile and delivers a programme of work with the sector to better utilise alternative models of delivery such as social enterprise.	Engagement with providers and community as part of normal commissioning cycle.	This has been assessed on a contract by contract basis, efforts will be made to make savings without impacting on service delivery.	This has been assessed on a contract by contract basis, efforts will be made to make savings without impacting on service delivery.	Equalities impact will be considered on a contract by contract basis, with a full EIA where there is the potential for resident impact.	(370)		(255)		(43)						(668)
E5	Adults & Safeguarding	Telecare overheads	Efficient and Effective	The current service has delivered £0.9m in savings from social care costs. This proposal is to continue with telecare services, maintaining the use of care technology to support people and reduce care costs whilst reducing the cost of the services by bringing the management of telecare service in house. It is anticipated that the front-line services for assessment, installation and monitoring will continue to be provided by the current sub-contractors. The proposal also includes some continued support from the current provider to support the on-going development of the service. The proposal is that the change will be made at the end of the 3 year contract in April 2020.	Engagement with providers	Telecare services will continue and the management of the front-line services for assessment, installation and monitoring will continue to be provided by the current sub-contractors. No impact to service delivery is anticipated however this will be kept under review as proposals develop.	No impact to customer services is anticipated however this will be kept under review as proposals develop.	Equalities impact will be considered as proposals develop.			(155)								(155)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment	2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
							Impact on Service Delivery		Impact on Customer Satisfaction		Equalities Impact							
E6	Adults & Safeguarding	Meeting eligible needs in more cost-effective settings	Efficient and Effective	The council will have due regard for use of resources when support planning to create more cost effective support plans. This will mean considering the full range of care options to meet eligible needs (e.g. residential care) , rather than offering community-based placements (e.g. supported living) by default. The saving level is based on the assumption that new clients are placed in cheaper accommodation settings where appropriate, and is calculated by assuming 50% of the current differential between high cost community placements and the maximum usual price for a residential placement is saved.	This is in line with the Care Act and does not require a specific consultation. Engagement with individuals will take place as part of the councils assessment and support planning process, which will identify eligible needs and support options that meet those needs. There may be a cases where a community placement that is more expensive than residential provision is offered, as this is necessary to meet the specific needs of an individual. In line with Care Act guidance, people who access and support services, and if appropriate, their carers will be involved at all stages in the care and support assessment process, and options to meet eligible care needs will be fully explored with people.	We will continue to meet our Care Act duties through meeting clients' eligible needs. However, some clients and their carers / families, may consider this change unfavourable if they have a preference for a community placement.	This could have an impact on customer satisfaction where their preferred option is staying in the community.	An equalities impact assessment has been carried out and shows potential negative impact. Impact on individuals will be assessed on an individual basis as part of the care planning process.	(424)								(424)	
E7	Adults & Safeguarding	Reduction in printing costs	Efficient and Effective	This represents a 33% saving on the current £150k spend on printing costs. This is based on targeting current areas of high spend and moving them towards less paper-intensive processes. New technology / digital processes developed as part of The Way We Work (TW3) Programme, for example enabling online self-service client financial assessments	Service specific consultation is not required.	No impact	No / minimal impact	Assessment show no equalities impact. The option to print will remain where it is necessary to avoid any negative impact for people with protected characteristics.	(25)	(25)							(50)	
<b>Total</b>							<b>(1,728)</b>	<b>(917)</b>	<b>(43)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,688)</b>	
<b>Growth and Income</b>																		
I1	Adults & Safeguarding	BCF	Opportunity	The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. This is income allocated to Adult Social Care to help provide integrated health and care services. As part of the BCF pooled budget the council is expected to receive a minimum uplift. It is anticipated that at a minimum the council will receive an uplift of 1.9% or 148k in 19/20 . The 'saving' is made from the base budget, which has been replaced by the BCF.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.	(647)								(647)	
I2	Adults & Safeguarding	IBCF	Opportunity	The 'Improved' Better Care Fund will continue to 19/20. In recent years, the council has seen a steady increase in referrals from acute hospitals. NHS referrals now account for 76% of all enablement use and over half of all adult social care referrals now come from the NHS. This is income in the form of use of monies from the Better Care Fund and avoids reductions to adult social care that would be detrimental to the NHS. The savings is made from base budgte which is being replaced by IBCF.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.	(1,391)								(1,391)	
I3	Adults & Safeguarding	Maintaining affordable levels of inflation	Opportunity	Maintaining affordable levels of inflation on care and support packages while continuing to meet statutory duties.	Engagement with providers but service specific consultation not required.	Has the potential to have an impact on providers' ervice levels and sustainability. Will continue to work with providers to mitigate this	As this could impact providers' ability to provide services, there could be an impact on customer satisfaction	An equalities impact assessment will be completed with each provider on a case by case basis.	(1,000)	(500)	(500)	(500)	(500)	(500)			(3,000)	

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
14	Adults & Safeguarding	Prepaid cards	Opportunity	By implementing a pre-paid card solution and transitioning 80% of direct payment clients to it, and a separate online facility to upload evidence of spend, we can increase transparency and then recoup unspent / wrongly spent monies from clients. Based on evidence from elsewhere and assumptions from the service, a medium impact scenario would realise year on year savings of c.£500k (6% of total DP spend), with a lower amount in year 1 and a spike in year two.	Service specific consultation is not required	This should have a positive impact on the ability of the service to monitor Direct Payment spend	This should have a positive impact on customer satisfaction, as the solution makes it easier to provide returns on DP spend. However, some people may prefer to use the old methods of monitoring	An initial equalities impact assessment has been completed and show a minimal potential positive impact. This will be kept under review as proposals develop.	(250)		(250)								(500)
15	Adults & Safeguarding	Reduction of bad debt	Opportunity	Improving the process of bad-debt collection and preemptively channelling more clients onto direct debts to prevent debting, we may be able to reduce the budgetary provision for bad debt, by 10% of the total provision, currently circa £1m.	Service specific consultation is not required	Will not impact service delivery as is based on existing debt collection policy / process	Some customers will be under increased pressure to pay debts to the council; but these will be people that have been assessed as able to pay and who have received a service.	This will only impact clients / estate that have been means tested and are owing monies to the local authority.	(100)		(50)		(50)		(50)		(50)		(300)
16		VAT efficient leisure contract	Opportunity	Ensuring a VAT efficient leisure contract	No service user or staff impact	No service user or staff impact	No service user or staff impact	No service user or staff impact			(61)		(124)		(159)		(184)		(528)
17		SPA income	Opportunity	Use of contract income paid to council	No service user or staff impact	No service user or staff impact	No service user or staff impact	No service user or staff impact	0		(912)		(747)		(373)		(258)		(2,290)
<b>Total</b>									<b>(3,388)</b>		<b>(1,773)</b>		<b>(1,421)</b>		<b>(1,082)</b>		<b>(992)</b>	<b>0</b>	<b>(8,656)</b>
<b>Reducing demand, promoting independence</b>																			
R1	Adults & Safeguarding	Increasing the independence of older adults / clients with physical disabilities	Responsibility	Continuation and further development of work to deliver savings through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements. This will be applied through our strengths based approach to existing and new service users and will lead to increased use of universal services, enablement, telecare, adaptations, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.	Service specific consultation as part of the budget setting process for 2014/15 and 2015/16 budget, prior to the first year of the community offer initiative.  <a href="https://engage.barnet.gov.uk/community-offer">https://engage.barnet.gov.uk/community-offer</a>	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met. This is a continuation of an existing savings programme.	Eligible needs will still be met. However, some users/relatives may still prefer traditional care and find creative options less palatable	EIA/s for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral. In 2018 the EIA has been refreshed with updated data, the impact remains positive/neutral. Cases will continue to be assessed and reviewed on a case by case basis.	(192)										(192)
R5	Adults & Safeguarding	Assistive Technology	Responsibility	This is a continuation of an existing saving. Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, has led to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights) and this will continue in 2019/20. The Council has procured a partner to co-develop and implement this approach, which was implemented in April 2017.	Provider engagement has taken place prior to procurement. Working group of service users and carers has helped inform implementation approach.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff have been trained to identify service users who may benefit from assistive technology, and significant provider engagement is underway to introduce telecare into supported living and residential/ nursing care.	Telecare can enhance individuals' feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	Equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on staff and service users (older people, LD, PD, MH). The EIA has been reviewed and the impact remains positive. This will be kept under review as proposals develop.	(300)										(300)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE									
R8	Adults & Safeguarding	Support for Working age adults	Responsibility	Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option, step up setting where there is a risk of carer breakdown, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals. 19/20 saving is based on existing MTFS. 20/21 saving is based on extending the impact of independence focussed reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer alternative care and this could lead to dissatisfaction.	Equalities impact assessments for service user impact has been undertaken and shows positive /neutral impact on service users.	(285)		(500)		(100)		(150)				(1,035)
R9	Adults & Safeguarding	Mental Health service users moving to step down/independent accommodation	Responsibility	Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can enjoy greater independence and reduce reliance on care. The saving is modelled on lower cost support plans as alternatives are used instead of high cost care. 19/20 saving is based on existing MTFS. 20/21 saving is based on extending the impact of independence focussed reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any move-on plans are developed and supported.	There will be a need to secure suitable accommodation. Social Care staff will need to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will take place to ensure existing providers support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	Impact will be assessed on an individual basis. Should be a positive impact for individuals.	(188)		(112)								(300)
R10	Adults & Safeguarding	Extra-Care Housing 2	Responsibility	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 3, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as potential residents are identified.			(100)		(160)						(260)
R11		Extra-Care Housing 3 (Cheshir House)	Responsibility	Plans are in place to develop a third Extra-Care Housing scheme at Cheshir House, with 75 units. Based on current projections, this should be completed in 2020/21. The benefits case will be updated once the first Extra-Care Scheme has gone live. Current savings projections are based on conservative assumptions	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 2, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	More choice for older people, reduced take up of residential care	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as potential residents are identified.							(100)		(100)		(200)
<b>Total</b>									<b>(965)</b>		<b>(712)</b>		<b>(260)</b>		<b>(250)</b>		<b>(100)</b>	<b>0</b>	<b>(2,287)</b>
<b>Overall Savings</b>									<b>(6,081)</b>		<b>(3,402)</b>		<b>(1,724)</b>		<b>(1,332)</b>		<b>(1,092)</b>	<b>0</b>	<b>(13,631)</b>

Assets, Regeneration & Growth																			
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE									
<b>Efficiency</b>																			
ARG1	Assets, Regeneration & Growth	Accommodation Strategy	Opportunity	Exiting NLBP2 lease at lease termination (part year benefit in 20/21 ramping up to full benefit in 21/22)	N/A	Alt location for FS will be required (probably East Barnet Library)	Nil	Nil			(623)		(207)						(830)
ARG2	Assets, Regeneration & Growth	Accommodation Strategy	Opportunity	Moving from rented accommodation to new offices in Colindale will generate savings. In addition, further savings could be generated by utilising other assets more efficiently.	N/A	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on service delivery.	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on customer satisfaction.	The equalities impact will be kept under review on implementation of the Colindale business case and locality strategy. Original can be found at <a href="https://barnet.moderngov.co.uk/documents/s33263/LBB%20Accommodation%20FBC%20v1.1_20160603.pdf">https://barnet.moderngov.co.uk/documents/s33263/LBB%20Accommodation%20FBC%20v1.1_20160603.pdf</a>	(250)		(750)								(1,000)
<b>Total</b>									(250)	0	(1,373)	0	(207)	0	0	0	0	0	(1,830)
<b>Growth and Income</b>																			
ARG3	Assets, Regeneration & Growth	Increase in Council Tax base	Opportunity	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	(657)				(500)	0	(500)	0	(500)	0	(2,157)
ARG4	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Income to be generated through leasing out surplus buildings / space across the portfolio.	Internal, service specific consultation will be undertaken if required.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	Opportunity for commercial letting arrangements only so no equalities impact is anticipated on staff or residents. No EIA is therefore required.	(150)										(150)
ARG5	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Income from renting out spare space within building on an ad-hoc basis i.e. room hire.	Internal, service specific consultation will be undertaken if required.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	(7)										(7)
ARG6	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Lease for modular build	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.			(50)								(50)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)		
									Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000		FTE	£000
ARG7	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Increased ground rent from potential development (Bunn's Lane & Hendon Campus)	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.												(200)	
ARG8	Assets, Regeneration & Growth	Rental opportunity	Opportunity	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £50m capital investment)	N/A	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.			(850)		(1,050)								
<b>Total</b>									<b>(814)</b>	<b>0</b>	<b>(900)</b>	<b>0</b>	<b>(1,550)</b>	<b>0</b>	<b>(700)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(4,464)</b>
<b>Overall Savings</b>									<b>(1,064)</b>	<b>0</b>	<b>(2,273)</b>	<b>0</b>	<b>(1,757)</b>	<b>0</b>	<b>(700)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(6,294)</b>

Children, Education & Safeguarding																				
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)	
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
<b>Efficiency</b>																				
E1	Children, Education & Safeguarding	Contract management, including keeping costs down	Efficiency	Inflationary increases to third party contracts are built into the budget. These savings would be achieved by improving contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	(418)		(334)		(334)		(334)		(334)		(334)	(1,754)
<b>Total</b>									<b>(418)</b>	<b>0</b>	<b>(334)</b>	<b>(1,754)</b>								
<b>Income Generation</b>																				
I1	Children, Education & Safeguarding	DSG De-delegation	Efficiency	Charging budgets of maintained schools to fund services previously funded from the Education Services Grant (ESG) and de-delegation to fund school improvement activities if school improvement grant is removed by the Department for Education.	Consultation with and agreement from Schools Forum required. If not agreed then agreement from Secretary of state would be required	This would impact on schools budgets	This could have an impact on customer satisfaction	The proposal seeks to ensure that school improvement activities are continued via use of DSG funding, following withdrawal of the ESG. If this is agreed, any equality implications are anticipated to be low.	(1,000)											(1,000)
I2	Children, Education & Safeguarding	Placements	Efficiency	Continuing Health Care contribution to appropriate placements for 18-25 year olds	None	None	None	No equalities impact is anticipated as a result of this funding change	(300)		(300)									(600)
I3	Children, Education & Safeguarding	Gainshare	Opportunity	Profit share with Cambridge Education through increased income from contracts with other local authorities	None	None	None	No equalities is anticipated as a result of this change							(100)		(50)			(150)
<b>Total</b>									<b>(1,300)</b>	<b>0</b>	<b>(300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>(1,750)</b>	
<b>Service reform</b>																				
S1	Children, Education & Safeguarding	Grant funding further service reform	Responsibility	Savings through better use of grant funding- eg Troubled Families grant, Youth Justice grant and Trusted Relationships grant	None	None	None	No equalities impact is anticipated as a result of this change	(275)		(200)									(475)
S2	Children, Education & Safeguarding	Early Years further service reform	Opportunity	Development of 0-19 Family Hubs, including reconfiguration of Council staff into Hubs, with no impact on front line staff	A Full Business Case went to CES in June 2018 <a href="https://barnet.moderngov.co.uk/documents/g9466/Public%20reports%20pack%2006th-Jun-2018%2019.00%20Children%20Education%20Safeguarding%20Committee.pdf?T=10">https://barnet.moderngov.co.uk/documents/g9466/Public%20reports%20pack%2006th-Jun-2018%2019.00%20Children%20Education%20Safeguarding%20Committee.pdf?T=10</a> . Public consultation was undertaken between February and March 2018. Staff consultation was undertaken in July 2018	The reorganisation will not impact on the current levels of service delivery across the Borough	Findings from the initial pilot are that the new model increases customer satisfaction.	A full Equalities Impact Assessment for staff was completed as part of the Early Years business case considered by the Children, Education, & Safeguarding Committee on 6th June 2018. <a href="https://barnet.moderngov.co.uk/documents/s46566/Appendix%204%20Equalities%20Impact%20assessment%20-%20Residents.pdf">https://barnet.moderngov.co.uk/documents/s46566/Appendix%204%20Equalities%20Impact%20assessment%20-%20Residents.pdf</a>	(527)											(527)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
S3	Children, Education & Safeguarding	Early Years service reform	Opportunity	Transfer Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	Service specific consultation will be undertaken if required.	Likely to impact on the level of support to early years providers	This proposal may impact on customer satisfaction	At this stage the equalities impact is believed to be low. The impact will be kept under review during any contract negotiations.	(75)		(75)								(150)
S4	Children, Education & Safeguarding	Safeguarding Children's Partnership	Responsibility	Implement new multi-agency arrangements for safeguarding children to replace the current Local Safeguarding Children Board, resulting from the new Children Act 2004 responsibilities, introduced by the Children and Social Work Act 2017. This requires a 'shared and equal duty' between statutory partners.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	This proposal may impact on customer satisfaction	Any equality implications are considered to be low and will be kept under review as arrangements are developed.			(100)								(100)
S6	Children, Education & Safeguarding	Legal Spend	Efficiency	Reduce spend through commissioning less external counsel	None	None	None	None			(250)								(250)
S7	Children, Education & Safeguarding	Contact Centre	Efficiency	Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Anticipated that improved efficiency of the model will not have an impact on customer satisfaction	At this stage the equalities impact is unknown. An equalities impact assessment will be undertaken to determine whether there is an impact.						(150)		(200)			(350)
S8	Children, Education & Safeguarding	Demand Management	Responsibility	Remodelling of placements to reduce number of children in high cost placements	It is not anticipated that this will require formal consultation but there will be engagement with service users and their carers in the development of the proposals	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(400)		(450)		(405)		(550)		(725)		(2,530)
S9	Children, Education & Safeguarding	Autism Placements	Responsibility	Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	It is not anticipated that this will require formal consultation but there will be engagement with service users and their carers in the development of the proposals	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.									(200)		(200)
S10	Children, Education & Safeguarding	Staff flexibility	Opportunity	Back office saving through voluntary option for back office staff to work 4 day weeks	Consultation will be undertaken as part of the project	The impact on service delivery will be assessed as part of the business case	It is not anticipated that this will have an impact on customer satisfaction	An equalities impact assessment will be undertaken to determine whether there is an impact.					(270)		(270)				(540)
S11	Children, Education & Safeguarding	Contracts Review	Fairness	This will be delivered next year through 1) Cambridge Education contract savings- a rebate on pensions under 'allowable assumptions' which will deliver 19/20 savings and 2) ending the Barnet Pre-School Learning Alliance contract. Details on contracts to deliver the further 50k will be worked on next year and there will be consultations if necessary.	Service specific consultation will be undertaken if required.	The impact on service delivery will be assessed as part of the business case	This proposal may impact on customer satisfaction	There may be an equalities impact related to any specific proposals and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop.	(277)		(50)								(327)
S12	Children, Education & Safeguarding	Agency staffing costs including overheads	Fairness	A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	None	None	None	No equalities impact is anticipated as a result of this but it will be kept under review	(190)		(200)								(390)
<b>Total</b>									<b>(1,744)</b>	<b>0</b>	<b>(1,325)</b>	<b>0</b>	<b>(675)</b>	<b>0</b>	<b>(970)</b>	<b>0</b>	<b>(1,125)</b>	<b>0</b>	<b>(5,839)</b>
<b>Shared services models</b>																			

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE									
S7	Children, Education & Safeguarding	Education and Skills- New Delivery model	Opportunity	Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	Service specific consultation with schools, residents and groups of parents took place during 2014/15. <a href="https://engage.barnet.gov.uk/the-future-delivery-education-and-skills">https://engage.barnet.gov.uk/the-future-delivery-education-and-skills</a>	This saving is not expected to impact on service delivery	There is likely to be a positive impact on schools as services are protected and potentially enhanced.	An initial Equalities Impact Assessment formed part of the business case considered by CELS on the 15th September 2014. <a href="https://barnet.moderngov.co.uk/documents/s17567/Appendix%20Two%20-%20Initial%20Equalities%20Impact%20Assessment.pdf">https://barnet.moderngov.co.uk/documents/s17567/Appendix%20Two%20-%20Initial%20Equalities%20Impact%20Assessment.pdf</a>	(450)										(450)
<b>Total</b>									<b>(450)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(450)</b>
<b>Overall Savings</b>									<b>(3,912)</b>	<b>0</b>	<b>(1,959)</b>	<b>0</b>	<b>(1,009)</b>	<b>0</b>	<b>(1,404)</b>	<b>0</b>	<b>(1,509)</b>	<b>0</b>	<b>(9,793)</b>

**Community Leadership & Libraries Committee**

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment		2019/20		Total Savings (all years)
						Impact on Customer Satisfaction	Equalities Impact	£000	FTE	
<b>Service Redesign</b>										
S1	Community Leadership & Libraries	Safer Communities	Opportunity	CCTV: Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.	Service specific consultation will be undertaken if required.	This saving could have an impact on customer satisfaction.	The need for an equality impact assessment will be kept under review and carried out if required.	(243)		(243)
<b>Total</b>								<b>(243)</b>		<b>(243)</b>
<b>Overall Savings</b>								<b>(243)</b>		<b>(243)</b>



Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment	2019/20		2020/21		2021/22		2022/23		2023/24		Total Savings (all years)	
							£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE		
S3	Environment	Parking	Opportunity	Controlled parking zones: Additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to take a coordinated approach to the process to save on cost (e.g. add 10 roads at a time instead of 1) and, except in exceptional circumstances, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	Consultation has taken place as part of the required statutory process. The main work for the 2019/20 year is Colindale CPZ and the consultation is found here: <a href="https://engage.barnet.gov.uk/colindale-cpz-consultation">https://engage.barnet.gov.uk/colindale-cpz-consultation</a>	This saving requires a change to service delivery. The costs of enforcement and operation of the controlled parking zone have been costed for the financial year and contractors are prepared for the required increase in activity.	EIAs form part of the process for CPZ consultation and implementation.	(150)	0	0	0	0	0	0	0	(150)		
<b>Total</b>																	<b>(300)</b>	
<b>Reducing Demand, Promoting Independence</b>																		
R1	Environment	Commissioning Group	Fairness	Levy payments to the North London Waste Authority: The Council pays a price per tonne specifically for the type and volume of waste that it estimates that it will deliver in the year, to North London Waste Authority, for treatment or disposal. If less waste is delivered than projected, a saving is made on the following year's levy. Future waste savings are reliant on: demand management projects, changes to collection services, and the success of communication campaigns. This will enable realistic lower waste tonnage projections to be made for the future and lower the quantity of waste that is actually collected.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	The need for an equality impact assessment will be kept under review and carried out if required.	(300)	0	0	0	0	0	0	0	(300)		
R3	Environment	Green Spaces Development	Responsibility	Increased productivity and reduction of overheads: Develop a range of alternative management models for parks and open spaces including: trusts, management by friends groups, and volunteers. Ensure that all costs are recovered from external agencies, such as Barnet Homes, and ensure that suitable specifications are in place.	A staff consultation will be completed in line with any restructure proposals (in addition to an EIA).	This saving requires a change to service delivery.	A review of alternative management models will seek, where applicable, to include staff consultation and completion of an EIA. Any final proposal will be approved via the constitution and delegated powers via the Chief Officer (Environment).	(100)	0	0	0	0	0	0	0	(100)		
R4	Environment	Street Scene	Fairness	Additional savings from 2018/19: Alternative savings provision for £200k of original £900k target for changes to refuse collection (R2) and those set out in the November Environment Committee papers relating to parks and open spaces and fees and charges. Full-year effect from service changes which have been agreed by members.	No service specific consultation is required.	This saving is not anticipated to impact on service delivery.	No staff and / or service user equality impact analysis is required.	(200)	0	0	0	0	0	0	0	(200)		
R5	Environment	Street Scene	Fairness	Savings recovery plan: Alternative savings provision for £700k of original £900k target for changes to refuse collection (R2). Proposed option to move to a chargeable garden waste service.	Service specific consultation will be undertaken.	This saving requires a change to service delivery.	An equality impact assessment will be completed in Mar-19. This will be kept under review as the specific proposals develop.	0	(700)	0	0	0	0	0	0	(700)		
<b>Total</b>																	<b>(600)</b>	
<b>Overall Total</b>																		<b>(1,930)</b>
<b>Priority Spending Review</b>																		
P1	Environment	Green Spaces Development	Responsibility	Delivery of Parks and Open Spaces Strategy: To reduce the annual revenue cost of the operation and management of green spaces by maximising the efficiency of the service and developing new and income generating uses for parks and green spaces sites.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery.	An equality impact assessment will be completed. This will be kept under review as specific proposals develop. Proposals will be submitted to a future Environment Committee for review.	0	0	(250)	(1,500)	(2,000)	(3,750)					
P2	Environment	Effective Borough Travel	Opportunity	Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	No service specific consultation is required; however it will be necessary under section 115G of the Highways Act 1980 to publish and service statutory notices and consider any representation made prior to deciding whether to grant permission for the advertising structure.	The service is currently outsourced and there is no anticipated impact on delivery.	An initial equalities impact assessment has been completed and minimal impact on service users has been identified. However we are in the early stages of the project and have committed to review at a more appropriate time. Advertising policy was approved by Environment Committee in Sept-18. As proposals are fully developed they will be submitted to future committees for review.	(150)	(100)	(150)	(200)	(250)	(850)					
P3	Environment	Effective Borough Travel	Responsibility	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	No service specific consultation is required; as the project will still provide street lighting in compliance with the current code of practice, for lighting the highway, and all lamp columns remain in the same location.	The service is currently outsourced and there is no anticipated impact on delivery.	An equalities impact assessment has been completed and no adverse impacts have been identified for service users and staff.	(400)	(350)	0	0	0	(750)					
P4	Environment	Effective Borough Travel	Opportunity	Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.	Service specific consultation will be undertaken if required.	This would involve the provision of a new service(s), which is likely to be outsourced.	An initial programme equalities impact assessment has been completed, with a view to complete a revised assessment as specific proposals develop.	0	(50)	(650)	(700)	(250)	(1,650)					
P5	Environment	Effective Borough Travel	Fairness	Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery.	The need for an equality impact assessment will be kept under review as the specific proposals develop and carried out if required.	(2,150)	(2,600)	(750)	0	0	(5,500)					
<b>Total</b>																	<b>(2,700)</b>	
<b>Overall Total</b>																		<b>(4,630)</b>

Housing																		
Line Ref	Theme	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE									
H1	Housing	Opportunity	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a>	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.	(161)		(568)		(821)		(834)		(681)		(3,065)
H2	Housing	Opportunity	Transfer of 141 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required  There is an opportunity to comment on our plans through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.	(1,025)		49		50		51		53		(822)
H3	Housing	Opportunity	Additional 89 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay an premium to the council for each property.	No service specific consultation required  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	No staff and / or service user equality impact analysis is required.					(158)		(162)		(5)		(325)
H4	Housing	Opportunity	Build 87 new council homes for rent on top of existing council housing blocks. Savings achieved as these homes will provide a cheaper alternative to temporary accommodation.	Consultation will be undertaken with residents living on affected estates.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Satisfaction of existing residents living in blocks could be affected, who will be consulted as specific proposals develop.	An equality impact assessment will be completed. This will kept under review as the specific proposals develop.					(111)		(115)		(4)		(230)
H5	Housing	Opportunity	Increase some temporary accommodation rents to Local Housing Allowance.	Service specific consultation will be undertaken if required.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Some residents may have to pay a higher rent, but this will be eligible for housing benefit	An equality impact assessment will be completed. This will kept under review as the specific proposals develop.	(62)										(62)

Line Ref	Theme	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)			
								Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000		FTE	£000	FTE
H6	Housing	Opportunity	Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	Service specific consultation will be undertaken if required.  There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <a href="https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping">https://engage.barnet.gov.uk/Housing_Homeless_and_Rough_Sleeping</a> .	This saving is not anticipated to impact on service delivery.	Some residents may have to pay more rent, but this will be eligible for housing benefit	An equality impact assessment will be completed. This will be kept under review as the specific proposals develop.	0		(350)		(600)		(600)		(600)		(2,150)			
<b>Total</b>								<b>(1,248)</b>	<b>0</b>	<b>(869)</b>	<b>0</b>	<b>(1,640)</b>	<b>0</b>	<b>(1,660)</b>	<b>0</b>	<b>(1,237)</b>	<b>0</b>	<b>(6,654)</b>			
<b>Pressures</b>								<b>560</b>		<b>755</b>		<b>500</b>		<b>0</b>		<b>0</b>		<b>1,815</b>			
<b>Overall Savings</b>								<b>(688)</b>	<b>0</b>	<b>(114)</b>	<b>0</b>	<b>(1,140)</b>	<b>0</b>	<b>(1,660)</b>	<b>0</b>	<b>(1,237)</b>	<b>0</b>	<b>(4,839)</b>			

Policy & Resources																				
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment												Total savings (All years)		
						Impact on Service delivery		Impact on Customer Satisfaction	Equalities Impact	2019/20		2020/21		2021/22		2022/23		2023/24		
										£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
P&R2	Policy & Resources	CSG	Responsibility	The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. The full contract is available online.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. This is a back office saving with no expected impact on service users.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. <a href="http://barnet.moderngov.co.uk/documents/s6653/Appendix%20B%20-%20Equalities%20Impact%20Assessment%20of%20Capitals%20Final%20Tender.pdf">http://barnet.moderngov.co.uk/documents/s6653/Appendix%20B%20-%20Equalities%20Impact%20Assessment%20of%20Capitals%20Final%20Tender.pdf</a>	(640)		(971)		(350)		(200)					(2,161)
P&R3	Policy & Resources		Opportunity	A further reduction to the Customer & Support Group contract is proposed to Customer services, primarily through reducing demand through increased online contact, process automation and reduction in failure demand.	Service specific consultation will be undertaken if required.	The vast majority of savings in 2019/20 are anticipated to be through process improvements which are not anticipated to have a negative impact on service delivery. Some savings are anticipated to be made through changes to service levels.	The majority of savings are not anticipated to have a negative impact on customer satisfaction as they are process improvements. Any changes to service levels will be consulted on.	An initial equalities impact assessment previously carried out for the Customer Transformation Programme identified no equalities impact. <a href="https://barnet.moderngov.co.uk/documents/s34907/Appendix%20C%20-%20EIA.pdf">https://barnet.moderngov.co.uk/documents/s34907/Appendix%20C%20-%20EIA.pdf</a> This will be kept under review.	(400)										(400)	
P&R4	Policy & Resources		Responsibility	Reduction in cost of insurance contract through renegotiation	No service specific consultation required	No expected impact	No expected impact	No expected impact	(22)											(22)
P&R5	Policy & Resources	Comm Gp	Responsibility	Implement changes to senior management arrangements to reduce budget and areas of spend pressure To take effect April 2019	Staff consultation Nov-Dec 18.	Unlikely to impact directly because not focused on front lines services	Unlikely to directly impact - potentially positive in terms of perception	No expected impact - HR processes will be followed and appropriate consultation and equality impact assessments will be completed.	(750)		(130)									(880)
P&R6	Policy & Resources	Comm Gp	Responsibility	Reconfigure Communications and Strategy team, identifying efficiencies, reducing running costs and increasing income - such as through the filming contract, increase advertising on the web and in publications.  It is proposed that this will include not renewing the current Voluntary, Community and Faith Sector support contract when it ends in Year 2.  It also includes cost neutralising	No service specific consultation required, except with staff where required.	Potential of reduced communications with residents. Potential loss of printed Barnet First may be unpopular and will impact ability to communicate with residents. Reduction in resources to support VCFS sector and encourage community participation - aim to mitigate through alternative delivery options.	Impact on satisfaction & perception - aim to mitigate. Impact on ability to enable community participation and engagement with VCFS sector - aim to mitigate through alternative delivery options.	Low risk impact on digitally excluded for Barnet First. HR processes will be followed and appropriate consultation and equality impact assessments will be completed for staff. An EIA will be conducted in 19/20 prior to Year 2 saving on VCFS contract.	(183)		(32)		(107)						(107)	(429)
P&R7	Policy & Resources	Comm Gp	Responsibility	Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line)	No service specific consultation required, except with staff where required.	Low risk of impact on service delivery for 2019/20. Any potential to lead to less well-managed contracts will be kept under review in future years.	Low risk of impact on customer satisfaction for 2019/20. Any potential to lead to less well-managed contracts will be kept under review.	Not expected to impact, but will be kept under review.			(203)		(104)		(134)		(138)			(580)

Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)
						Impact on Service delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE	
P&R8	Policy & Resources	Comm Gp	Responsibility	Economies of scale from review and redesign of professional support services, including economies of scale and efficiencies from joining up functions, reducing duplication. Assumes take effect May 2019	no service specific consultation	low risk impact if support not well designed	low risk impact if support to svces not well designed	not expected to impact	(297)		(260)								(557)
P&R10	Policy & Resources	Comm Gp	Opportunity	GIS value for money review (economy,efficiency and effectiveness)	no service specific consultation	Low impact because system not used. Potential missed opportunity for data led decisions	not expected to impact	not expected to impact	0		(60)								(60)
P&R12	Policy & Resources	Assurance & Gov	Opportunity	Paperless committees (subject to robust digital infrastructure in place - hence implement in 2020/21)	no service specific consultation	no expected impact on services	low / no impact on service user. Change impact for Cllrs	poss risk of impact on digitally excluded - mitigate with a "by exception" offer of printed papers for residents			(68)								(68)
P&R13	Policy & Resources	Assurance & Gov	Responsibility	Stop refreshments for committee meetings incl Leader's briefings. Current budget £500, spend is c £4k	no service specific consultation	no expected impact	no expected impact	no expected impact	(1)										(1)
P&R14	Policy & Resources	Assurance & Gov	Responsibility	Stop rental costs for member surgeries & use council owned / free premises	no service specific consultation	unlikely to impact	temp risk because of change of venue	not expected - venues will be in community and DDA compliant	(4)										(4)
P&R15	Policy & Resources	Assurance & Gov	Responsibility	Stop funding of BT lines for elected members	no service specific consultation	no expected impact	no expected impact cllrs have mobile lines	low risk impact on low income residents because of cost of calls but online channels free	(16)										(16)
P&R16	Policy & Resources	Assurance & Gov	Responsibility	Stop funding of printer cartridges as part of digitisation	no service specific consultation	no expected impact	no expected impact	no expected impact			(3)								(3)
P&R17	Policy & Resources	Assurance & Gov	Opportunity	Make CAFT team cost neutral through increase income generation incl expansion of sold service to OLAs	no service specific consultation	improvement of quality & resilience	increase through successful quality service	no expected impact			(100)		(100)		(100)		(116)		(416)
<b>Overall Savings</b>									<b>(2,313)</b>		<b>(1,827)</b>		<b>(661)</b>		<b>(434)</b>		<b>(361)</b>		<b>(5,596)</b>

Public Health																				
Line Ref	Theme	Opportunity Area	Corporate Plan Priority	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment		2019/20		2020/21		2021/22		2022/23		2023/24		Total savings (All years)		
								Impact on Service Delivery	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE		£000	FTE
<b>Efficiency</b>																				
E1	Public Health	Different mode of delivery	Efficiency	Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns	None	No significant impact	None identified	(83)							(100)			(183)		
E2	Public Health	Third party income	Opportunity	PH School Resilience - This programme will be funded via NHS CAMHS Transformation Fund	None	None	N/A	(250)										(250)		
E3	Public Health	Staff restructure to improve skills and capacity	Responsibility	Staffing - Proposed restructure to centralise public health functions across the Council and increase resilience and capacity of the team	Any proposed restructure affecting staff will be subject to a minimum of 30 days consultation	There maybe a reduced capacity to deliver preventative services	Equality impact assessment on proposed new structure will be undertaken	(111)									(143)	(254)		
E4	Public Health	Contract efficiency savings	Efficiency	Substance Misuse - 2.5% year on year efficiency savings due to medicine prescriptions are built into contract until 2020	None	None	None identified	(65)										(65)		
E5	Public Health	Reprocurement of current contract	Fairness	Health Checks - Reconfiguration of healthchecks via GP federation to focus on hub approach will result in management cost reduction	None	Potential impact on delivering statutory targets	People over 50 years of age and those in least deprived areas may see reduction in services O11										(50)	(50)		
E6	Public Health	Service Transformation and demand management	Efficiency	Sexual 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	London-wide service transformation included consultation and service users focus groups that were used to inform service redesign	Sexual health services are demand led services and therefore any savings may be jeopardised by increase in demand	Sexual health services are used by all protected characteristics population but some of the high risk groups are LGBT groups, some ethnic minorities and young people	(489)		(100)		(310)		(250)		(100)		(1,249)		
<b>Total</b>								<b>(998)</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>(310)</b>	<b>0</b>	<b>(350)</b>	<b>0</b>	<b>(293)</b>	<b>0</b>	<b>(2,051)</b>		
<b>Service Redesign</b>																				
S1	Public Health	Service Transformation	Opportunity	Healthy Child Programme	Family Nurse Partnership transformation will require public consultation that focuses specifically on service users and stakeholders	Transformational change will need to be project managed to minimise impact on service continuity	Equality impact assessment will be carried out in redesign phase, with a paper due to committee no later than June 2019	(134)		(324)							(59)	(517)		
<b>Total</b>								<b>(134)</b>	<b>0</b>	<b>(324)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(59)</b>	<b>0</b>	<b>(517)</b>	
<b>Overall Savings</b>								<b>(1,132)</b>	<b>0</b>	<b>(424)</b>	<b>0</b>	<b>(310)</b>	<b>0</b>	<b>(350)</b>	<b>0</b>	<b>(352)</b>	<b>0</b>	<b>(2,568)</b>		