

# Financial Forward Plan and Capital Programme

Council Budget 2020 – 2021



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## Summary

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

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

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

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

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

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

## Officers Recommendations

### That Council:

1. 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;
2. Approve the MTFs attached as Appendix A and the detailed revenue budgets in Appendices C1 and C2. The MTFs sets out all the budget changes over the period 2020-25, including assumptions around inflation, changes to levies, pressures, savings and income generation proposals and grant funding. It is the model around which the council's financial strategy is based;
3. Approve that the budget for 2020/21 is prepared on the basis of an increase of 1.99% general Council Tax in 2020/21;
4. Approve that the budget for 2020/21 is prepared on the basis of an increase of 2.00% Social Care Precept, to help fund care for the elderly;
5. Approve the resolutions relating to Council Tax contained within Appendix B – Council Tax Resolutions;
6. Determine that the council's basic amount of Council Tax for 2020/21 as set out in Council Tax Resolution (Appendix B) 2(iv) is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2020/21;
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 6 above within a period of 21 days following the Council's decision;
8. Approve the Capital Programme as set out in Appendix D, and that the Chief Officers be authorised to take all necessary actions for implementation;
9. Approve that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2020/21 and throughout the Capital Programme after the 2019/20 accounts are closed and the amount of slippage and budget carry forward required are known;
10. Approve the adoption of Flexible Use of Capital Receipts provisions as set out in paragraphs 1.6.14 to 1.6.17;
11. Approve the Capital Strategy as set out in Appendix J;
12. Approve the Treasury Management Strategy for 2020/21 as set out in Appendix K1

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

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

### **1.1 Executive Summary**

- 1.1.1 On 20 December 2019, the Secretary of State for the Ministry for Housing, Communities and Local Government made a written statement to Parliament on the provisional Local Government Finance Settlement 2020/21. On 6 February 2020, the government confirmed the 2020/21 Final Local Government Finance Settlement with no major changes from the proposals set out in the December provisional settlement. The Budget, and further related announcements, are based on the latest forecasts supplied by the Office for Budget Responsibility (OBR) for the UK economy and public finances. Further statements are to be delivered in the spring of 2020; however, these are intended to be economic as opposed to budget statements.
- 1.1.2 The 2020/21 Local Government Finance Settlement is for one year only. It is based on the Spending Round 2019 funding levels, with individual authority allocations based upon Spending Review 2015 and subsequent funding announcements.
- 1.1.3 Within the provisional Local Government Finance Settlement, the Government confirmed that the level that it considers excessive for general Council Tax increases in 2020/21 is 2%. Should the Council wish to raise the level by that amount, a referendum of the local electorate must be held.
- 1.1.4 In addition, the Government confirmed that local authorities with responsibility for adult social care could apply an adult social care precept of 2% on top of the core principle.
- 1.1.5 For 2020/21 a 1.99% increase in general Council Tax and social care precept of 2% has been included in the MTFS and proposed to Council for approval.
- 1.1.6 Policy & Resources recommended to Council savings totalling £35.129m over the period 2020-2025. Officers have reviewed these proposals following the period of budget consultation.
- 1.1.7 As a response to feedback in the consultation and to continue to support the sector and our residents we've removed the saving relating to the Voluntary Sector Development support contract. We will instead undertake a review as to how the VCS operates within Barnet. This saving totalled £0.246m over the MTFS (originally profiled £0.032m (20/21); £0.107m (21/22); and £0.107m (23/24). The removal of this saving (which will now be funded from the contingency budget) has reduced the total identified saving and income generation proposals across the MTFS period to £34.883m.
- 1.1.8 The proposed MTFS at Appendix A displays a balanced position for 2020/21 however a £36.830m gap is still currently anticipated for 2021-2025. Colleagues from across the council are reviewing options to deliver savings or generate income to meet the remainder of this gap through working collaboratively across

services to deliver the council's Corporate Priorities. Recommendations to bridge this gap will be presented to future Policy & Resources Committee meetings to recommend to Full Council.

- 1.1.9 The council's reserves are forecast to total £42.0m at the end of 2020/21. Over the course of the MTFS this is expected to reduce to £38.2m, with the crucial measure of Non-Ringfenced Revenue Reserves expected to be £30.3m at the end of 2024/25. This represents a rapid stabilisation of the reserves position and removes the required use of reserves a year earlier than previously anticipated within the MTFS.
- 1.1.10 The council's Capital Programme currently stands at £1,289m. Officers have been looking at the reasons that slippage occurs and challenging assumptions on the anticipated delivery profile of the Capital Programme. Overestimating capital expenditure can cause a number of unintended consequences, such as incurring unnecessary financing costs, reducing service budgets to fund borrowing, or the lapsing of funding opportunities.
- 1.1.11 In setting the budget for 2020/21 the council's Section 151 Officer is of the view that the estimates are robust, that the process in which the budget was set was effective and that there is an effective budget management system in place.
- 1.1.12 The General Fund revenue forecast for 2019/20 at the end of Period 9 is a net overspend of £1.418m. This forecast is stated after the net contribution from specific and general earmarked reserves totalling £5.482m. Excluding these reserve movements, the forecasted overspend is £6.9m.
- 1.1.13 As we enter year 2 of the Corporate Plan the Policy & Resources Delivery Plan has been refreshed for 2020/21 and has incorporated the new strategic actions identified by the Leader. The Delivery Plan will continue to enable the Policy & Resources Committee to deliver the agreed priorities:
- Ensuring we have strong financial management
  - Continuing to improve customer services
  - Continuing to work effectively with strategic partners
  - Planning strategically to enable Barnet to grow and meet the needs of residents; being resilient as a local authority
  - Ensuring residents are treated equally, with understanding and respect, and all have access to quality services

## **Strategic Context**

- 1.1.14 Reduced funding from central government coupled with an increase in demographic pressures has meant that the past nine years have been a period of significant challenge for local government. Barnet has always sought to be ahead of the curve in terms of financial planning; by adopting a long-term view of future challenges the council has managed to save over £174m between 2010 and 2019 whilst maintaining high levels of resident satisfaction – 82% of residents were satisfied with their local area as a place to live according to the Spring 2017 Residents' Perception Survey.

1.1.15 With demand on local services continuing to increase and local authorities having to generate more and more of their income locally, the next few years will present further financial challenges, with a £36.830m budget gap to close by 2025.

1.1.16 Although Government funding settlements for the Council are unknown, we will still need to continue to look ahead and consider how to deliver services differently as pressures on our budget continue.

## **1.2 Council Priorities**

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

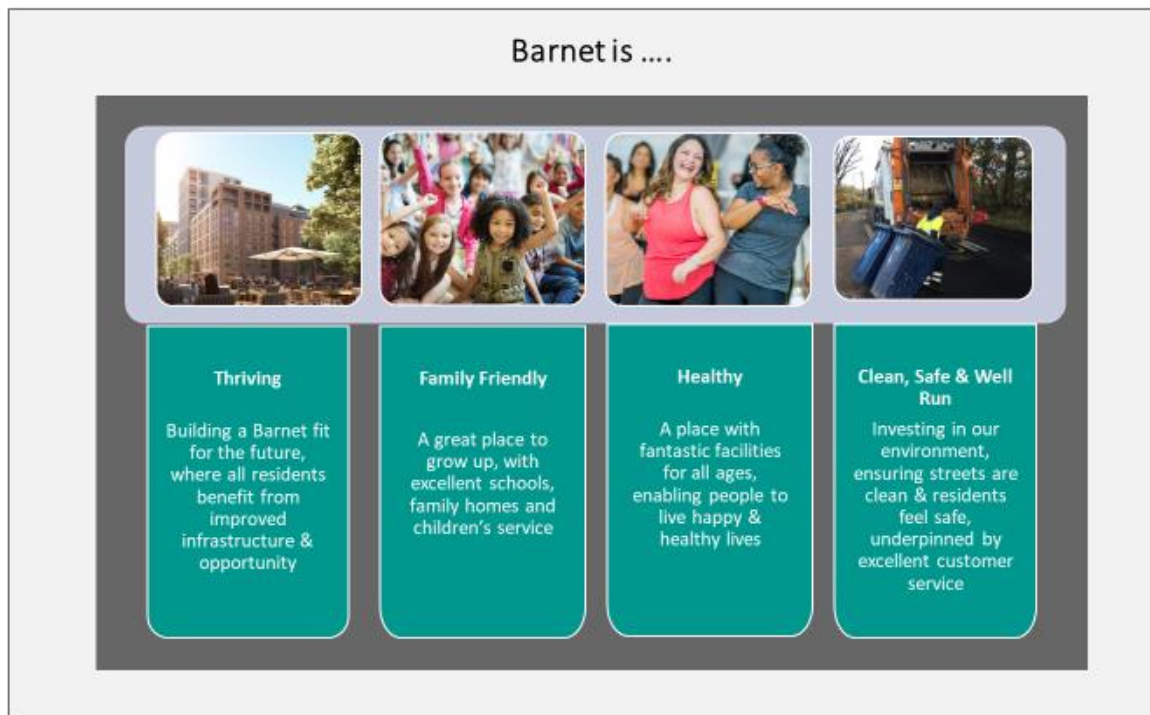
- aim to collaborate better with our residents - this doesn't just apply to services, our approach to customer services, enforcement, prevention must also be more joined up.
- Become more externally focused – we are keen to develop a new narrative which firmly links the people within the borough and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

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

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

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





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

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

### 1.3 National Strategic Context

#### *Local Government Finance Settlement*

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

1.3.2 The 2020/21 Local Government Finance Settlement is for one year only and is based on the Spending Round 2019 funding levels, with individual authority

allocations based upon Spending Review 2015 and subsequent funding announcements.

### Overall public-sector funding

#### *Funding Reforms*

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

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

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

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

#### *Fair Funding Review*

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

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

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

**Indicative analysis by council type:**

Council type	Change in funding under proposed over 65s formula	Change in funding under proposed younger adults' formula
Shire county	6.3%	4.7%
English unitary	1.4%	-3.6%
Met District	-6.0%	-11.3%
London Borough	-10.8%	12.9%

**Indicative analysis of London boroughs:**

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

Older Adults Formula

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

Younger Adults Formula

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

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

*2019 Spending Round*

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

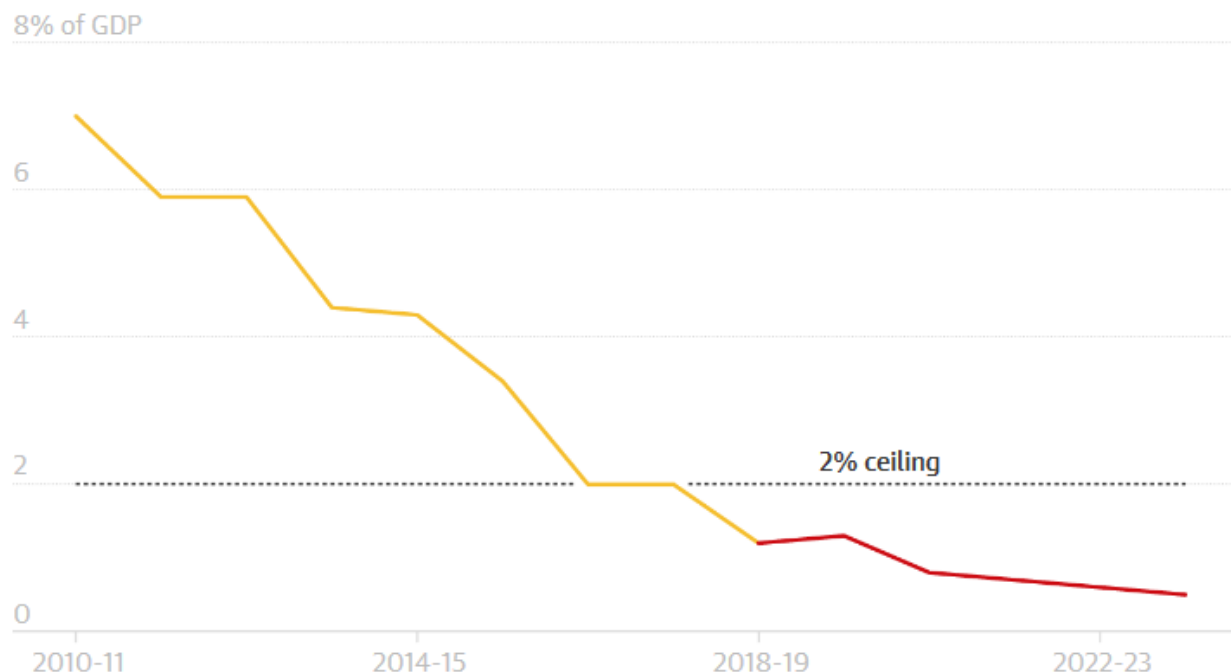
- Announcement for 2020/21 funding only, new Spending Review to be held in 2020.
- Resource Departmental Expenditure Limits (DEL) increase from £330.8bn to £352.3bn, representing growth of 4.1%, remaining within the current fiscal rules.

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

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

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

■ Government borrowing ■ March 2019 spring statement forecast



#### February 2020 Announcement

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

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

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

- **Revenue Support Grant:** RSG (for those authorities that still receive RSG in 2019/20) has increased in line with the Business Rates Retention system (+1.63%).
- **New Homes Bonus:** The 2020/21 allocations have been announced. The Government has advised that it is intending to look again at the New Homes Bonus and explore the most effective way to incentivise housing growth. As the roll forward is for one year, with any funding beyond 2020-21 subject to the 2020 Spending Review and potential new proposals, the government have confirmed that new allocations in 2020-21 will not result in legacy payments being made in subsequent years on those allocations.
- **Social Care Funding:** Originally announced at Spending Round 2019, the provisional settlement confirmed the previously proposed national amounts and allocation methodologies.
- **Rural Services Delivery Grant:** The 2020/21 allocation of £81m and methodology for distribution remain unchanged from 2019/20.

### Local Government Finance Settlement

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

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

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

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

1.3.20 The main changes are:

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

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

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

### Impact on Barnet

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

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

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

## Brexit

- 1.3.23 As highlighted in the P&R report from October 2019, whilst we await further detail, the refreshed MTFS assumes neither a positive or negative impact within the budget. The MTFS will continue to be refreshed using the prevailing economic conditions. The council's budget and performance of Pension Fund assets are continually being monitored to manage any direct impacts. The Brexit Preparedness report which went to P&R on 3 October 2019, section 5.6, highlighted key implications to the Council as a result of economic factors. <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9851&Ver=4>
- 1.3.24 The council maintains reserves to insulate against sudden shocks and to provide sufficient time to respond to the changing environment. The government has also allocated funding to support local authorities with Brexit preparations; all London boroughs have received approximately £0.315m over the 18/19 and 19/20 financial years, with port authorities receiving additional funding.
- 1.3.25 The council does not currently rely on funding from EU grants and therefore does not need to develop an exit strategy for those funding streams. Having worked with the VCS organisations we have ensured that none of them are reliant on EU funding.
- 1.3.26 Barnet continues to monitor all developments and guidance in relation to Brexit and is ensuring the whole organisation is kept aware of potential impacts and that mitigations are identified and put in place as soon as possible. For further information on the wider potential impacts of Brexit on Barnet, these can be found in the following Brexit Preparedness report: <https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=9851&Ver=4>
- 1.3.27 The UK and EU ratified a withdrawal agreement and entered a transition period to 31 December 2020. In this period the UK and EU will be negotiating new arrangements.

## Service specific national, regional and local context

### *London Business Rates Pooling*

- 1.3.28 Following Spending Round 19 and the deferment of the Business Rates Reset to 2021/22, Local Government will have one final opportunity to benefit from growth within the current retention system.
- 1.3.29 With only the original 2017/18 pilots being permitted to maintain their pilot status into 2020/21 and no new bids being accepted; the retention system for London boroughs will revert to pre-existing 67% scheme (37% GLA, 30% Barnet).



- 1.3.30 Non-pilot status pooling will, therefore, represent the best opportunity to maximise growth retained locally. London Councils have modelled the potential benefits of pooling in 2020/21 and it is estimated that Barnet will benefit by an additional £400,000 through being pool members. This has been included within the proposed MTFS.
- 1.3.31 London Councils Leaders Committee agreed on 8 October 2019 to continue with the pool into 2020/21 subject to the Mayor agreeing to forgo the GLA's share of any net financial benefits. It was also agreed not to continue with the Strategic Investment Pot given the much lower sum of money likely to be involved.
- 1.3.32 The London pool has been agreed in principle by Leaders' Committee and the Mayor and will be designated in the provisional settlement.
- 1.3.33 January 2020 Council agreed delegation of responsibility to agree the arrangements for the London wide Business Rates Pool in the form of the Memorandum of Understanding to the Chief Finance Officer (S151) and this was subsequently submitted to the City of London as the administering body.

#### *Adult Social Care*

- 1.3.34 Funding for social care continues to be a national challenge. The Association of Directors of Adults Social Services (ADASS) 2019 Budget Survey reported that only 7% of directors are 'fully confident' of meeting savings and income generation targets in 2020/21. The Local Government Association (LGA) has expressed concern that the scope for further significant social care efficiency savings is limited. This concern was also identified by the Health Select Committee during its inquiry into the Impact of the Spending Review on health and social care.<sup>1</sup>
- 1.3.35 The biggest concern in terms of financial pressure is cited as the "unit price for care packages to support people with increasing complexity of care needs". This is driven by increasing staffing costs as a result of national living wage increases (the uplift for national living wage is 6.2% in 2020/21), competition among commissioners for capacity in the care market, challenges in particular service types (e.g. nursing care) and demographic pressure, both in terms of increasing overall numbers of adults requiring care and more adults living (longer) with multiple conditions and complex care needs. For example, in Barnet, life expectancy is high overall, but people live on average 18 years in poor health.
- 1.3.36 As cited by the Adult Social Care Funding Briefing Paper to the House of Commons, the number of adults aged 85 or over, the age group most likely to need care, is rising faster than the overall population. The overall UK adult population grew by 8% between 2007 and 2017, while the number aged 85 or over rose by 25% in the same period. At the same time, services for working-age adults account for 58% of the current demographic pressures on adult social care budgets.<sup>2</sup>

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<sup>1</sup> [https://www.adass.org.uk/media/7275/adass-budget-survey-report-2019\\_sans-embargo.pdf](https://www.adass.org.uk/media/7275/adass-budget-survey-report-2019_sans-embargo.pdf)

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

- 1.3.37 There is also concern that funding pressures are making the care provider market increasingly precarious. In the ADASS Budget Survey 2019, 81% of Directors of Adult Social Services reported that care providers in their area were facing financial difficulties. 75% of councils (up from 66% last year) reported that providers in their area had closed, ceased trading or handed back contracts in the six months to June 2019.
- 1.3.38 National financial pressures are reflected in Barnet, where we see increased cost-pressures year on year due to an increase in the numbers of new individuals receiving care, reduced numbers of people leaving / stopping care (therefore longer overall care episodes), increasing complexity of care needs and cost pressures from inflation and market constraints. Between 2020 and 2035, the number of older people (aged 65+) in Barnet with learning disabilities is projected to increase from around 1,200 to nearly 1,800, a rise of 47%.<sup>[3]</sup> It is also estimated that there are 4,294 people with dementia living in Barnet and by 2035 this figure is expected to increase to 6,806, which is an increase of 58.5%.<sup>[4]</sup>poppi-pansi
- 1.3.39 Benchmarking updated based on (recently published) 2018/19 figures shows that Barnet was the 16th lowest spending authority on adult social care out of 152 England authorities per head of the population and the 10<sup>th</sup> lowest spending per person in receipt of care. This makes it likely that finding further savings are even more difficult to identify and deliver.
- 1.3.40 As referenced in the Adults and Safeguarding Quarter 2 (Q2) 2019/20 Delivery Plan Performance Report to Policy & Resources Committee in November, Barnet also achieves outcomes in adult social care better than or equal to comparator local authorities (LAs). This shows that overall value for money is good.
- 1.3.41 Following the closure of the Independent Living Fund (ILF) in June 2015, the government agreed to continue funding pre-existing ILF arrangements until the end of 2019/20, through the Former ILF Recipient Grant. The ministerial statement confirmed that the former ILF Recipient Grant will continue to be paid to local authorities in 2020/21.
- 1.3.42 The total value of the grant in 2020/21 will be maintained at the 2019/20 value of £161m, with the same approach to individual local authority allocations.

### *Children's Social Care and Education*

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

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<sup>[3]</sup> Source: POPPI & PANSI national datasets

<sup>[4]</sup> As above

This investment in additional resources has seen a significant decrease in caseloads and increase in management oversight, in order to deliver safe, high quality practice.

- 1.3.44 During the local authority's last inspection in May 2019, which was under the Inspecting Local Authority Children's Services (ILACs) framework, services in Barnet were judged to be good across all criteria.
- 1.3.45 The challenging financial climate in which the Service is operating requires a focus on ensuring that resources are deployed effectively to deliver the key outcomes and priorities for the committee.
- 1.3.46 The Children's, Education & Safeguarding Committee is also responsible for education services. The Dedicated School Grant (DSG) is ringfenced to fund education in schools within the borough. It is split into four blocks: schools block, high needs block, central schools services block and early years block. There are regulations and statutory guidance prescribing how the funding can be used to ensure a minimum funding guarantee to schools. In previous years if there was a shortfall in funding in the DSG, the council could decide to use funding from its general fund to meet this shortfall. However, from 2020/21 there is a requirement that a deficit in the DSG must be carried forward to be dealt with from future DSG income, unless the Secretary of State authorises the local authority not to do this.
- 1.3.47 There is increasing pressure on high needs block ("High Needs") budgets across the country, as a result of demographic growth, the increasing complexity of needs and the impact of the government's special educational needs reforms (in particular extending educational provision for pupils with special educational needs from 0 to 18-year olds to 0 to 25-year olds). For 2020-21, it is expected there will be an additional £700m allocated for SEND. The share for Barnet was expected to be confirmed mid-December however this is now likely to be in January following the General Election.

#### Future trends

- 1.3.48 Barnet is forecast to have the largest number of children of any London borough by 2020.
- 1.3.49 The population of children and young people in Barnet is estimated to grow by 3% between 2018 and 2025, when it is projected to reach 101,875.
- 1.3.50 Projections suggest that by 2025, the population of children and young people in Colindale will be the highest of any ward, although the wards with the highest proportions of young people aged 0-19 years old in 2025 are projected to be: Golders Green (32%), Edgware (30%) and Burnt Oak (29%).
- 1.3.51 The overall number of children and young people with SEN statements or Education, Health and Care Plans rose by 26% between 2014 and 2017 and is expected to rise by a further 20% between 2017 and 2025.

### *Housing and Growth*

- 1.3.52 The Council has demonstrated commitment to growth and development through adoption of the Growth Strategy at Housing and Growth Committee on 27 January 2020. The strategy sets out five key themes and 20 objectives to ensure that we build a great place to live in, work in, study in, and visit; a Barnet that is fit for the future.
- 1.3.53 The Council's guiding principles will secure healthy, resilient and cohesive communities through sustainable development, by increasing housing supply, investing in our economy, and delivering infrastructure to address the needs of a changing population; whilst capitalising on the development to maximise the benefit for residents and help the council meet savings.
- 1.3.54 The Council's Local Plan was approved for Regulation 18 consultation at Policy & Resources Committee on 6 January 2020 providing the policy framework and site allocations for future growth and development in Barnet and committing to a housing delivery target of 46,000 homes by 2036 based on the Council's own assessment of housing need for the borough. This translates into a target of just over 3,000 homes per annum.
- 1.3.55 The current London Plan provides a housing target for Barnet, which stands as 2,349 new homes per annum as set out in the 2015 London Plan.
- 1.3.56 Although, nearing the end of a full review, the draft replacement London Plan is expected to set a revised housing target, once adopted, of 35,500 new homes (2,364 per annum). The MHCLG housing target for Barnet, using the Government's standard methodology, is 4,126 new homes per annum and informs the Governments Housing Delivery Test (HDT).
- 1.3.57 The Government's HDT provides a measure of housing delivery based on the preceding three financial years. Despite a high overall level of delivery, as it was below 95% of the housing requirement, a Housing Delivery Action Plan (HDAP) was required to be published, in September 2019.
- 1.3.58 Barnet's HDAP provides analysis, including barriers to delivery, and identified actions to reduce the risk of further under-delivery. Highlighted measures have been carried through into the Growth Strategy Delivery Plan to confirm and resource a commitment to the measures identified to address the shortfall.
- 1.3.59 The Council's Budget includes assumed savings and income from future development and allocates budget for 2020/21 to help facilitate growth. This will enable the delivery plans and proposals in recently approved strategies and plans to better support and help deliver planned growth.

### *North London Waste Authority (NLWA)*

- 1.3.60 The existing energy from waste facility at Edmonton EcoPark has been operating for over 50 years and is one of the oldest facilities of this type in Europe, and the current payments for disposing of our waste are low compared to other areas of London. The Secretary of State for Business, Energy and Industrial Strategy

granted a Development Consent Order for NLWA to build a replacement energy recovery facility and associated development at the Edmonton EcoPark in February 2017. The building of the new energy recovery facility and associated works are known as the North London Heat and Power Project (NLHPP) [www.northlondonheatandpower.london](http://www.northlondonheatandpower.london).

1.3.61 The NLWA levy costs are projected to increase significantly in future years as a result of the NLHPP, which will replace the existing energy from waste facility which is coming to the end of its life. NLWA has agreed that the energy recovery facility will be funded through direct public borrowing and will be operated by its contractor, LondonEnergy Limited. The increases in the levy are subject to the NLWA finalising its funding strategy and therefore in order to avoid the shock of sudden large increases in future years, the council set a financial strategy of setting aside a £1m increase per year for the next 6 years. This will be kept under review to ensure adequate resources are aligned to meet this pressure.

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

1.4.1 Barnet, like all Local Authorities, has been dealing with constrained funding levels for a number of years. The council has been open to new ways of doing things and working closely with partners across the public, private and voluntary sectors. It is vitally important that Barnet continues this approach to ensure that it is well placed to meet current and future challenges and continues to be a successful London borough.

1.4.2 In order to respond to the financial challenges caused by increasing demand, the council has redesigned its financial strategy to suit the environment within which it now operates. This redrafted strategy is designed to ensure resources are targeted towards the council's priorities and can be found in more detail within section 1.5 of this report.

1.4.3 The approach can be summarised into three strands:

- Building in resilience to economic shocks, insulating from the requirement for sudden cuts to vital services;
- To properly fund priority services to achieve the best possible outcomes within the funding available and actively disinvest where this is not the case;
- To ensure sufficient funding is made available for on-going transformation and long-term changes.

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

1.4.5 Through using the proceeds of growth to invest in our borough's infrastructure, we are ensuring the sustainability of the council by laying the groundwork for

future (local) income generation. For 2020/21 the council has worked hard to invest over £20m into its services next year whilst simultaneously removing the use of reserves to support the budget. The council's significant savings and income generation programme ensures that there are sufficient resources to reinvest in priority areas. This process ensures that funds are targeted to the areas which residents need and value the most.

#### Theme Committee Savings and income generation proposals

1.4.6 To address the budget gap identified between 2020-25, theme committees have previously been asked to consider a programme of savings and income generation proposals for the five-year period 2020-25. Due to purdah restrictions being in place during this budget setting round, Policy & Resources Committee has been the sole committee considering savings and income generation proposals for recommendation to Full Council for approval.

1.4.7 The savings and income generation proposals have been fully recognised within the MTFs however, there are potential delivery risks which will be managed as plans progress.

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

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

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

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

#### Fees and Charges

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

## Budget Sign Off

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

## **1.5 Financial Strategies**

### Overarching financial strategy

1.5.1 Council are asked to affirm their commitment to the financial strategy below. The financial strategy contained within this document has been produced in line with these principles.

- The council will set a legal budget, balancing recurrent expenditure with estimated income within the medium term in order that the council has a sustainable financial position;
- The council will plan over a medium term of at least 3 years in order that the council is fully informed as to future scenarios and can prepare appropriate action;
- A level of sustainable reserves will be maintained, this will be defined by the Section 151 officer during the budget setting process, considering prevailing risks and opportunities. For 2020, this has been identified as £15m for general fund balance and £30m for earmarked non-ringfenced revenue reserves;
- The council will seek to build resilience to economic shocks and insulate from the requirement for sudden cuts to vital services;
- The council is happy to use reserves to invest in one-off investment or transformation requirements but not to the point of the organisation being in distress;
- The council will ensure it has sufficient funding for on-going transformation and long-term changes;
- The council will provide a realistic amount of funding to support increasing demand, quickly addressing ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- The council will achieve the best possible outcomes within the funding available;
- The council will ensure that budgets are aligned to its Corporate Plan objectives and that it will actively disinvest where this is not the case;
- The council will understand the implications of growth and ensure that both the reward and the increased costs to services are recognised, and;

- The council will act lawfully and comply with regulations, ring fences and accounting rules.

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

### *MTFS Summary*

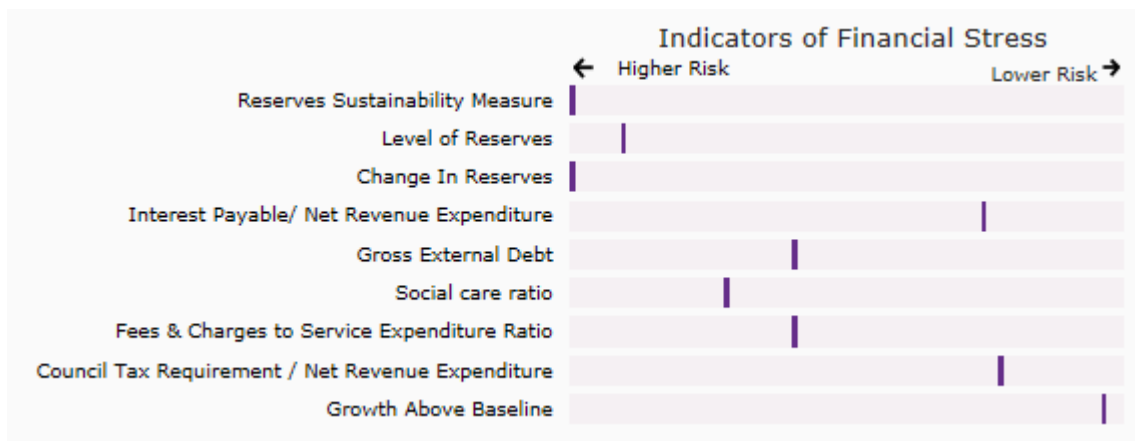
- 1.5.2 The MTFS presented to Council has removed the expectation of funding from reserves and now projects forward an additional year to 2024/25. After a review of cost pressures, funding and the deliverability of savings and income generation, over the five years to 2024/25, additional proposals for savings and income generation of £36.830m are required in order to live within the expected income levels. This represents a total requirement of £71.713m. Theme committees had recommended saving and income generation proposals to Policy & Resources totalling £35.129m over the period 2020-2025. Officers have reviewed these proposals following the period of budget consultation.
- 1.5.3 As a response to feedback in the consultation and to continue to support the sector and our residents we've removed the saving relating to the Voluntary Sector Development support contract. We will instead undertake a review as to how the VCS operates within Barnet. This saving totalled £0.246m over the MTFS (originally profiled £0.032m (20/21); £0.107m (21/22); and £0.107m (23/24). The removal of this saving (which will now be funded from the contingency budget) has reduced the total identified saving and income generation proposals across the MTFS period to £34.883m.
- 1.5.4 The MTFS includes significant additional funding towards service pressures and growth. This is intended to resolve the carried forward budget deficits together with meeting the growth in costs associated with increasing demand. Cost increases as a result of pay and non-pay inflation are also included in the MTFS.
- 1.5.5 The MTFS presents a balanced position for 2020/21 whilst simultaneously investing in excess of £26m in meeting pressures, funding growth and allowing for inflation and pay awards. The council's management team believe that this level is sufficient within which to manage service risks and achieve the outcomes required within the Barnet 2024 Corporate Plan.
- 1.5.6 Colleagues from across the council are reviewing options (through working collaboratively across services to deliver the council's Corporate Priorities) to deliver savings and generate income to plug the remaining gap for 2021/22 onwards.

### CIPFA Resilience Index

- 1.5.7 In December the Chartered Institute of Public Finance & Accountancy (CIPFA) published its financial resilience index. The institute had originally planned to publish a composite measure which would have rated a council's financial health relative to that of other authorities. Following feedback from the sector, the index has been revised yet it remains a crude, one size fits all set of indicators.



1.5.8 The graphic below displays the output of the index for the London Borough of Barnet. As can be seen, the authority is shown to have a lower risk in areas such as its level of debt, Council Tax income and reliance on growth within Business Rates. The index highlights Barnet as having one of the highest rated risks in relation to its reserves and movement thereof.



1.5.9 The two indicators with the highest risk scores are driven by the in-year reduction in reserves in the year 2018/19. This reduction of £12m included the one-off use of Community Infrastructure Levy balances (£18m) to fund the two new leisure facilities within the borough. In respect of the critical measure of non-ringfenced revenue reserves, the council actually contributed nearly £8m to reserves, primarily driven by the Capita commercial settlement contribution and the recognition of a surplus on the Collection Fund. Therefore, taking in to account the wider context of the organisation, the risk associated is much less than the index portrays. This has successfully led to the MTFS being presented for approval, requiring no use of reserves in order to set the 2020/21 budget.

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

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

*MTFS Savings and income generation proposals*

1.5.12 To address the budget gap identified between 2020-25, theme committees have previously considered a programme of savings and income generation for the five-year period 2020-25. Purdah restrictions as a result of the 2019 General Election meant that the Policy & Resources Committee considered all the MTFS savings that are recommended to Council for approval. £34.883m of savings and

income generation proposals have been identified over the MTFS period, of which £17.311m fall in 2020/21.

1.5.13 Savings and income generation proposals by theme committee are shown in section 1.4.8 and detailed plans are included at Appendix E.

*Assumptions contained within the MTFS*

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

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

Item	2020/21	2021/22	2022/23	2023/24	2024/25
Business Rates Multiplier (CPI)	1.70%	1.70%	1.70%	1.70%	1.70%
Council Tax Increase	1.99%	1.99%	1.99%	1.99%	1.99%
Social Care Precept Increase	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in Council Tax Base (No of Band D Equivalents)	2,253	1,317	1,507	1,222	1,232
Revenue Support Grant (£m)	6.28	3.85	3.85	3.85	3.85
Expenditure Inflation	1.90%	1.90%	1.90%	1.90%	1.90%
Employee Pay Award*	2.00%	2.00%	2.00%	2.00%	2.00%
Borrowing Rates – Long Term	3.50%	3.80%	4.00%	4.00%	4.00%

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

*New Homes Bonus (NHB)*

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

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

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

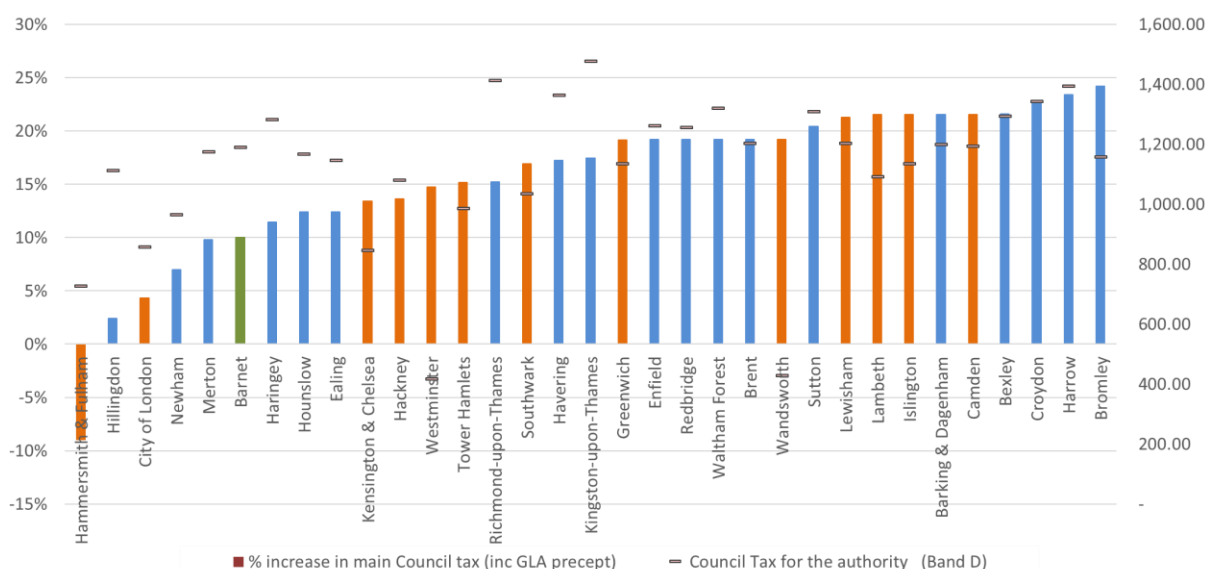
## Council Tax

1.5.19 The council needs to ensure that it has adequate resources to meet its statutory and mandated obligations and its priorities. Its approach is to deliver a budget that is affordable and with a prudent and realistic level of Council Tax over the period of the MTF5. The MTF5 approved by Council in March 2019 included the assumption of a 2.99% increase in each year in order to support front line services.

1.5.20 As explained in paragraph 1.3.16, the Government has reduced the council's ability to raise general Council Tax from a maximum of 2.99% to 1.99% without holding a local referendum. This reduced rate has reduced funding in the MTF5 by around £1.8m per year of the MTF5.

1.5.21 Also announced within the spending round was a consultation on the reintroduction of a Social Care Precept - allowing local authorities to raise up to 2% (£3.6m) specifically to fund pressures within Adult Social Care. This has been assumed to be allowed each and every year within the MTF5. If this flexibility is not allowed in future years, then the MTF5 will need to be updated to reflect that scenario.

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



1.5.23 The MTF5 includes the use of the maximum Council Tax increase (1.99%) and social care precept (2%).

## Council Tax Base

1.5.24 Calculating the Council Tax base is an important step towards setting the basic amount of Council Tax. The detailed Council Tax base schedule is included at

Appendix C1 and C2. The Chief Finance Officer, under delegated powers, has determined the 2020/21 Council Tax base to be 147,813 (Band D equivalents), the calculations are shown in the following table:

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

#### Council Tax Rate

1.5.25 Within the provisional Local Government Finance Settlement, the Government confirmed that the level that it considers excessive for general Council Tax increases in 2020/21 is 2%. Should the Council wish to raise the level by that amount or above, a referendum of the local electorate must be held. For 2020/21 a 1.99% increase has been included in the MTFs.

1.5.26 In addition, the Government confirmed that local authorities with responsibility for adult social care could apply an adult social care precept of 2% on top of the core principle. For 2020/21 a 2% increase has been included in the MTFs. The recommended 2020/21 changes to Council Tax are made in full consideration of the responses received within the Budget Consultation as set out in section 9 of this report.

BUDGET	2019/20	2019/20	2020/21
	Original	Current	Original
	£	£	£
<b>Total Service Expenditure</b>	<b>298,516,880</b>	<b>301,098,231</b>	<b>309,235,431</b>
Contribution to / (from) Specific Reserves	(4,221,436)	(5,357,436)	0
<b>NET EXPENDITURE</b>	<b>294,295,444</b>	<b>295,740,795</b>	<b>309,235,431</b>
Other Grants	(47,399,000)	(48,844,351)	(54,307,927)
<b>BUDGET REQUIREMENT</b>	<b>246,896,444</b>	<b>246,896,444</b>	<b>254,927,505</b>
Business Rates Retention	(68,600,000)	(68,600,000)	(40,553,935)

Business rates top-up	0	0	(19,810,294)
<b>BUSINESS RATES INCOME</b>	<b>(68,600,000)</b>	<b>(68,600,000)</b>	<b>(60,364,230)</b>
RSG	0	0	(6,283,212)
Collection Fund Adjustments	0	0	0
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>178,296,444</b>	<b>178,296,444</b>	<b>188,280,062</b>
Greater London Authority - Precept	46,653,436	46,653,436	49,084,263
<b>COUNCIL TAX REQUIREMENT</b>	<b>224,949,880</b>	<b>224,949,880</b>	<b>237,364,235</b>

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

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

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

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

Council Tax Band	Barnet	GLA	Total
A	849.18	221.38	1,070.56
B	990.71	258.28	1,248.99
C	1,132.24	295.17	1,427.41
D	1,273.77	332.07	1,605.84
E	1,556.83	405.86	1,962.69
F	1,839.89	479.66	2,319.55
G	2,122.95	553.45	2,676.40
H	2,547.54	664.14	3,211.68

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

*Service Pressures & Growth requests*

## Service Pressures

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

Item	Revised Pressures Funding
Variable storage and Office 365 costs	45
HR Transformation (including trade union time)	360
Customer Services & Digital - out of hours calls	72
Organisational Development (TW3 ii)	225
CE: Implementation and ongoing costs for Integra & Additional finance support	27
Document Solutions mark-up income	693
<b>Policy &amp; Resources</b>	<b>1,422</b>
Housing General Fund - Temporary Accommodation	270
Additional Security Pressures across the estate	126
Estates pressures; cyclical repairs, reactive repairs & maintenance (incl fly tipping clearance)	630
Brent Cross income shortfall	699
<b>Housing &amp; Growth Committee</b>	<b>1,725</b>
Winter Gritting	180
Streetscene - Investment into Street Cleansing	450
Streetscene - Waste & Recycling	1,170
<b>Environment Committee</b>	<b>1,800</b>
19/20 demand led pressures	3,149
Increase in complexity of Adult Social Care Packages	990
Transitions cases from Childrens Services to Adults	2,880
<b>Adults &amp; Safeguarding Committee</b>	<b>7,019</b>
Demographics and complexity (placements)	990
Special Guardianship Orders	54
No Recourse to Public Funds cases within Family Services	270
Unaccompanied Asylum Seeker Children moving into Care Leaving Services	270
Staffing - agency, following reduction for recharge	405
Placements for 18-25-year olds	270
IT pressures within Family Services	63
Legal costs across social care and education	270
Reduction in schools' central block funding for historical commitments	87
<b>Children, Education &amp; Safeguarding</b>	<b>2,679</b>
Community Safety	221
Libraries – rates and security	144
<b>Community Leadership and Libraries</b>	<b>365</b>
<b>Total Pressures funding</b>	<b>15,010</b>

## Growth – investment in service development

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

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

## *Inflation Funding*

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

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

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

## Contingency

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

1.5.36 The proposed MTFS allows a general, uncommitted contingency of around £3.9m in 2020/21. For the years 2021/22 onwards, this rises substantially to recognise the inclusion of a risk factor around the saving and income generation plans. This approach has been taken to recognise that some of the proposals are at an early stage of development. As the MTFS is reviewed in future periods, these amounts will be considered against the prevailing risks to delivery.

#### Other key areas of council funding

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

#### *Better Care Fund / Improved Better Care Fund (IBCF)*

1.5.37 The preliminary 2020/21 Barnet BCF allocation is £38,208,041 and is used to fund health services, social care services, and major adaptations through the Disabled Facilities Grant and to make investments into the development of integrated services. The grant remains at the same level as 2019/20 except the increased CCG contribution (£1.4m). For 2020/21, the Winter Pressures Grant allocation has been rolled into the Improved Better Care Fund. The fund has previously received inflationary increases of 1.9% in 2018/19 and 5.3% in 2019/20 towards the increasing costs of service provision. There is no inflationary increase in the 2020/21 iBCF allocation.

1.5.38 In 2019/20 the Council was allocated £7.5m of the total BCF funding towards the protection of social care. The amount transferred to councils from the BCF for social care is a mandatory amount set for local CCGs by NHS England. Detailed planning guidance for 2020/21 has not been issued at the time of writing however, 2020/21 is anticipated to be a continuation year, with similar requirements to the current year.

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

1.5.40 The success of the BCF and therefore the pooled budget is measured through the achievement of target performance in levels of emergency hospital admissions, delayed transfers of care, admissions to residential and nursing homes and the effectiveness of reablement.

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



is to provide integrated care and support that intervenes early, prevents crises, responds quickly and helps people stay independent for longer.

### *Dedicated Schools Budget (DSG)*

#### National Context:

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

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

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

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

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

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

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

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

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

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

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

- £50.893m - Actual High Needs NFF allocation
- £3.098m - based on a £4,450.58 per pupil with Area Cost Adjustment (ACA) weighted base rate \* 696 (pupils in special schools/academies based on the October 2019 census)

- £0.414m - Import/export adjustment £6,000 \* 81.5 (net imported) pupils
- £0.144m – Additional High Needs Funding
- **TOTAL = £54.548m**

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

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

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

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

#### Allocation of budgets to Schools, Settings and Institutions:

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

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

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

#### *Public Health Grant*

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

#### Risks to the MTFS

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

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

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

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

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

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

- No benefit or dis-benefit has been assumed in the MTFS for implications of **Brexit** other than the macroeconomic trends currently being experienced;
- No benefit or dis-benefit has been assumed in the MTFS as a result of **Business Rates baseline resets** (due in 2021/22).
- **Grants**
  - **Social Care Funding:** there are uncertainties around social care funding. Social Care grants have been outlined on an ad-hoc basis and so there is a “funding cliff-edge” for post-2020/21. In the MTFS, it has been assumed that the 2020/21 estimated level of £7.8m for Barnet (announced as part of the additional £1bn for adult and children’s social care in September 2019 review) will continue into future years as a result of the pledge made in the Conservative General Election manifesto.
  - **Savings predicated on grant funding:** Savings plans within Children, Education & Safeguarding Committee include:
    - £0.200m through the better use of grant funding e.g. Troubled Families grant, Youth Justice grant, and Trusted Relationships grant.
    - £0.300m anticipated Department for Education funding for Unaccompanied Asylum-Seeking Children that are care leavers.

The delivery of both these savings assumes that this grant funding will continue into and beyond 2020/21.
  - **Grants 2021/22:** For 2021/22 onwards, if grants are rolled into Baseline Needs, they will increase by CPI each year going forward. This has not been assumed in the MTFS as there is uncertainty on whether the grants are time limited or will become part of the overall funding picture.

## Council Reserves

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

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

1.5.64 The table below incorporates the current forecast outturn position and other known or expected plans in order to create a forecast of the council’s reserves

position over the MTFS period. This table assumes that the funding deficits in future years of the MTFS are resolved and that there is no call on reserves through an unbalanced budget or overspend in each of the years.

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

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

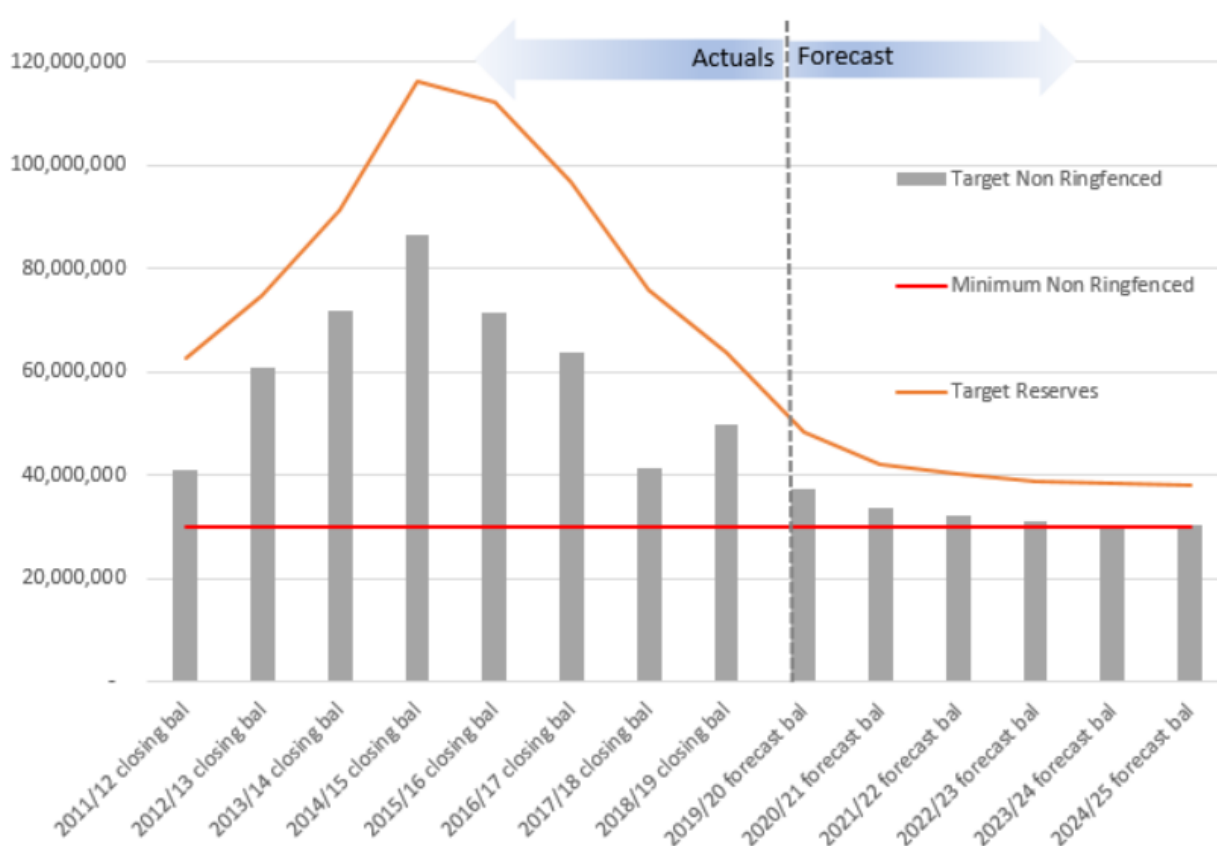
1.5.66 This MTFS reserve is now the single mechanism for managing risks such as overspends and timing issues of collection fund items.

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



1.5.68 The council's reserves have been decreasing consistently since 2014/15. This reduction is broadly in line with what the sector as a whole has experienced and was consistent with the prevailing financial strategy operated by the organisation in protecting residents from Council Tax increases in a period of economic challenge. The strategy has changed over the past two years and the draft 2020/21 budget for approval makes no assumption in use of reserves to achieve a balanced position.

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



### Reserves Strategy

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

### MTFS Reserve

1.5.71 The purpose of this reserve is to set aside an amount of money which can be drawn down to balance the council's budget when a budget deficit is unavoidable.

This can be either through planned use or to top up the General Fund Balance when the council experiences an unplanned overspend whilst considering the risks associated with the council's budget.

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

#### *Costs of delivering the MTFS*

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

#### *Revenue Implications of Capital*

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

#### *General Fund Balances*

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

## **1.6 Capital Programme**

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

## Changes to the Capital Programme

### *Slippage*

- 1.6.2 Officers have been looking at the reasons that slippage occurs and challenging assumptions on the anticipated delivery profile of the Capital Programme. Overestimating capital expenditure can cause a number of unintended consequences, such as incurring unnecessary financing costs, reducing service budgets to fund borrowing or the lapsing of funding opportunities.
- 1.6.3 The council is committed to an ambitious, but sustainable and realisable Capital Programme. As part of its robust financial management arrangements, the Council reviewed and reprofiled the Capital Programme in its entirety in the report presented to P&R Committee in January 2020. As the Council approaches year end, the process of identification of accruals begins and estimates of slippage and accelerated spend will become more accurate. As such any capital financing adjustments will be undertaken by the Chief Financial Officer at year end in accordance with the financial regulations.
- 1.6.4 A recommendation to Council seeks a delegation to Chief Financial Officer to make necessary budget profiling adjustments to future years which become apparent once the outturn is finalised. Any such changes will be reported to the Policy & Resources Committee.
- 1.6.5 The proposed Capital Programme for 2019/2020 to 2024/2025 takes the essential elements of the previous years' programmes and moves them forward in the context of the financial and political environment for 2019/20. The current approved Capital Programme totals £1.154bn. After incorporating the changes described in the table above, the Capital Programme would total £1.289bn and is set out below in summary form:

Theme Committee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Adults and Safeguarding</b>	15,994	1,905	1,110	1,110	1,110		<b>21,229</b>
<b>Brent Cross</b>	101,312	160,416	107,370	38,228			<b>407,326</b>
<b>Children, Education &amp; Safeguarding</b>	21,003	17,245	14,124	1,539			<b>53,911</b>
<b>Community Leadership and Libraries</b>	235						<b>235</b>
<b>Environment</b>	18,301	28,461	10,970	2,792	1,611		<b>62,135</b>
<b>Housing and Growth Committee</b>	70,867	114,263	71,141	42,450	36,446	6,000	<b>341,167</b>
<b>Policy &amp; Resources</b>	20,115	10,886					<b>31,001</b>
<b>Total - General Fund</b>	<b>247,827</b>	<b>333,176</b>	<b>204,715</b>	<b>86,119</b>	<b>39,167</b>	<b>6,000</b>	<b>917,004</b>
<b>Housing Revenue Account</b>	54,330	92,955	93,639	65,146	43,029	23,080	<b>372,178</b>
<b>Total - all services</b>	<b>302,157</b>	<b>426,131</b>	<b>298,354</b>	<b>151,265</b>	<b>82,196</b>	<b>29,080</b>	<b>1,289,182</b>

## Funding of the Capital Programme

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

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

*Borrowing*

1.6.7 £587m of the total Capital Programme will be funded from borrowing of which £210m is on-lent to Opendoor Homes for the acquisition or delivery of new housing.

1.6.8 Borrowing is typically Public Works Loan Board loans to support capital expenditure; this type of capital funding has revenue implications (i.e. interest and provision to pay back the loan).

1.6.9 In line with the prudential code, Local Authorities are required to set aside an amount of money for its Minimum Revenue Provision (MRP). MRP is akin to the repayment element of a personal mortgage and applies to all general fund borrowing regardless of the source of funds. Based on the current value of the borrowing requirement, there will be an additional MRP charge of £3.32m 2020/21 (meaning a total revenue budget of £17.6m set aside for MRP charges in addition to interest costs). This increase is offset by additional income being generated through interest receivable and an existing budget underspend. Taking these items into account £2m of revenue budget reduction has been reflected in the 2020/21 year within the MTFs.

*Capital Receipts*

1.6.10 The council has previously highlighted a risk in the level of capital receipts that it currently holds or forecasts to receive. Capital Receipts are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets.

- 1.6.11 £38.7m of the above Capital Programme is planned to be funded by capital receipts. Current receipts are standing at £21.19m with £19.36m being HRA receipts and the remaining £1.83m are General Fund receipts.
- 1.6.12 Of the £38.7m, £26m will be funded from HRA capital receipt (RTB Receipts). Current HRA capital receipt balances plus future estimates suggest that there will be enough HRA capital receipts to fund the relevant projects.
- 1.6.13 The remaining £12.7m is expected to come from General Fund capital receipts with £10.5m needed in 2019/20. The sale of land adjacent to Broadfields School has been agreed which will provide a significant capital receipt towards this total. Should some or all of the General Fund capital receipts total not be achieved, borrowing will need to be substituted as the funding source. Provision has been allowed for within the Capital Financing budget to meet these costs.

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

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

## *Capital Grants & Contributions*

- 1.6.18 The current Capital Programme funding forecast to 2025 shows £439.9m will be funded from Capital Grants. S106 and CIL are also classed as Grants and Contributions and are standing at £29.09m and £49.57m respectively.
- 1.6.19 Capital grants are mainly received from central government departments (such as the Brent Cross grant from MHCLG) or other partners or funding agencies (such Transport for London, Education Funding Authority).
- 1.6.20 S106 contributions are a developer contribution towards infrastructure; confined to a specific area and to be used within specific timeframe.
- 1.6.21 Community Infrastructure Levy (CIL) funds are developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use.
- 1.6.22 Current Capital Programme forecasts plus future estimates suggest that there will be enough S106 contributions to fund the relevant projects.
- 1.6.23 Based on the current forecasts for CIL funded projects, there is a gap of £5.72m in 2019/20 however it is not expected that this will cause any revenue consequences as the council is able to undertake funding substitutions at year end to manage slippage.

## **1.7 Treasury Management Strategy**

- 1.7.1 The Treasury Management Strategy is included in Appendix K1.
- 1.7.2 The Capital Programme has seen cash balances reduced to minimal levels and short-term borrowing of £30 million as at February 2020. The TMSS details a significant borrowing need in the delivery of the capital programme and the actions the council will take in order to minimise the cost of this borrowing.

## **1.8 Housing Revenue Account**

- 1.8.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. Whilst it is acceptable to draw on balances, it is not permissible for an overall HRA budget deficit to be set. It is for the council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2020 the HRA balances are forecast to be £9.609m.
- 1.8.2 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages, and commercial premises.

## Council Dwelling Rents

- 1.8.3 The Welfare Reform and Work Act 2016 requires that council dwelling rents were reduced by at least 1% a year (from the previous 12 months) for four years from April 2016.
- 1.8.4 In October 2017 the Ministry of Housing, Communities and Local Government, (MHCLG), (formally the Department for Communities, and Local Government) (DCLG) announced its intention to set a long-term rent deal for local Authorities and Housing Associations. This permitted annual rent increases of up to CPI + 1% from 2020 for a period of up to 5 years. CPI to be as at September of the previous year. This limit is a ceiling and providers can apply a lower increase or freeze rent in line with the market in which they operate.
- 1.8.5 When a dwelling is re-let to a new tenant then the rent will be reset at the formula rent level where it is below this level.
- 1.8.6 Where a dwelling rent is already above formula rent levels at the point it becomes empty, there will be no adjustment to the base rent when the property is re-let.
- 1.8.7 Once a property has been re-let, the rent will increase by the approved annual increase at the start of the following financial year for the current tenant up to and including 2020/21.
- 1.8.8 Rents are proposed to increase by CPI + 1% for 2020/2021. Based on September 2019 CPI, an increase of 2.7% will be applied. The table below<sup>3</sup> shows the new rents when the 2.7% is applied.

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

## Temporary Accommodation Rents

- 1.8.9 It is proposed that temporary accommodation rents are increased in line with the current LHA rate from 1 April 2020.
- 1.8.10 The subsidy cap would continue to apply for inner London properties.
- 1.8.11 Increasing temporary accommodation rents to LHA rates will align rents with both new Council acquisitions and with affordable rents charged in the private rented sector.

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<sup>3</sup> All charges in this table are shown on a 48 weeks basis

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

### Service Charges and Garages

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

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

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



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

### **HRA Balances and Business Plan**

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

#### **HRA Balances**

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

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

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

- 1.8.25 The council has entered into an agreement with the former Department for Communities and Local Government (DCLG) to retain an element of the RTB receipts for investment in building or acquisition of new social housing. Up to 30% of the retained receipts must be spent on the cost of replacement affordable rented homes.
- 1.8.26 Retained RTB receipts must be spent within three years of being received. If retained RTB receipts are not spent within the three years' time limit they must be returned to DCLG, with interest charged at 4 per cent above base rate (Bank of England), calculated from the date of the relevant RTB receipts.
- 1.8.27 The council has undertaken purchase of property to add to the stock of social housing to ensure that the receipts do not have to be repaid to DCLG (now MHCLG).
- 1.8.28 If the council is unable to use retained receipts within the three-year period, the council intends entering into an agreement with the Greater London Authority on Right to Buy Receipts which will ensure that the council still has access to receipts in the form of affordable housing grant that it might have to otherwise repay to the Treasury. This is available to all London boroughs and will provide access to any receipts that would otherwise be returned to the Treasury for a further three years.

1.8.29 In addition, the HRA settlement in 2012 included a debt cap of £240m which provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement. However, in October 2018, the government removed the debt cap and the HRA is now subject to the same prudential borrowing rules as the General Fund.

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

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

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

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

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

1.9.4 The council's revenue related risks include:

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

1.9.5 The Council has undertaken due process to produce its MTFS in order to address the changing budget pressures and the risks mentioned above (as far as

possible). The council's management team have considered regular budget updates. Additionally, the Policy & Resources Committee have received regularly refreshed Business Planning reports.

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

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

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

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

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

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

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

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

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

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<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.		1) Rigorous monthly monitoring which scrutinises forecast projections and challenges material movements against budgeted targets.	Specific Services
<b>7. Inflation</b>				
The council's expenditure (pay and non-pay) is subject to annual inflation based on indexation that is determined by national inflation rates. Inflation can affect agreed suppliers' contracts for other service expenditure	<p>Sharp increases in inflation would result in higher for day to day expenditure and costs related to employment.</p> <p>Each 1% change in inflation adds around £3.0m to the Council's gross cost pressures (£1.8m net).</p>		<ol style="list-style-type: none"> <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

Risk / Weakness	Implications	RISK	Mitigating actions	Relevance to Services
<b>8. Delivery of Budgeted Savings/Income Generation</b>				
Agreed MTFS Savings/income generation are not fully achieved or slip into future years.	Potential for in-year overspends and funding gaps		1) Robust challenge of all proposed MTFS Savings/income generation during the business planning process (e.g. through Council Management Team) 2) In-year monitoring of agreed Savings/income generation	All
<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: <ul style="list-style-type: none"> <li>• maximising the use of interest free sources of capital funding such as CIL and s106</li> <li>• ensuring its cash management and forecasting is accurate reducing the need to borrow</li> <li>• reducing debtors and therefore maximising the council's cash balances</li> </ul>	Specific Service



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

12. Debtors				
The amount of money the council assesses as income is overstated due to an increase in bad debt	Should debts owed to the council turn out to be uncollectable, they will be written off against the council's revenue budget. This can create overspends and also mean the council has to re-evaluate the amount of income it will collect in the future.		<ul style="list-style-type: none"> <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

## **View of Section 151 Officer**

### **Robustness of estimates**

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

### **Robustness of Budget Setting Process**

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

ensure a legal budget is set and that value for money is achieved from public funds. Policy and Resources reaffirmed their endorsement to Council of the proposed budget in their February 2020 meeting.

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

#### Effectiveness of Budget Management

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

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

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

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

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

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

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

1.10.3 The original budget approved by Council in March of each year is revised during the year to reflect movements between budgets and the allocation of

contingency held within central expenses. At the Policy & Resources Committee on 6 January 2020 approval was provided to allocate additional funds from the council's contingency budget. These movements have been reflected in the table below.

Service Areas	Revised Budget	Month 9 forecast before reserves movements	Variation to revised budget	Reserve Movements	Month 9 variation to revised budget
	£'000	£'000	£'000	£'000	£'000
Adults and Health	115,862	119,179	3,316	(697)	2,620
Assurance	5,690	6,539	849	(779)	70
Children's Family Services	67,480	68,888	1,408	0	1,408
Growth and Corporate services	40,492	43,941	3,449	(1,281)	2,168
Environment	11,689	15,681	3,992	(2,474)	1,518
Finance	59,885	53,769	(6,115)	(250)	(6,365)
<b>Total (Month 9)</b>	<b>301,098</b>	<b>307,997</b>	<b>6,899</b>	<b>(5,482)</b>	<b>1,418</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.
- 2.1.2 The council's MTFs sets out the estimated overall financial position of the council over a period of time. This report details measures undertaken to set a balanced budget for 2020/21 onwards in order to ensure Councillors and the public are informed of this work, supporting good governance.
- 2.1.3 The revisions to the Capital Programme ensure that the council's financial planning accurately reflects what is happening with scheme delivery. This ensures that the council can make effective decisions on the deployment of its scarce resources.

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

- 3.1.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for workforce savings, as well as generating income. Alternatives to this could include more significant reduction to the services that the council provides but those are not included in this report.
- 3.1.2 The council could consider not raising Council Tax however the implications would be an increased savings requirement or the use of reserves. Further use of reserves would not allow the council to remain within the articulated financial strategy and adhere to the section 151 officer's view of the acceptable level of reserves and balances. The council believes that increasing council tax is preferable to further reducing services it provides.
- 3.1.3 The council could consider alternative options to allocate service pressures funding however these could result in service delivery problems or fail to address structural budget deficits.

### **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 2020-21 budgets will be confirmed to budget holders to enable the continuation of service delivery planning.

### **5. IMPLICATIONS OF DECISION** **Corporate Priorities and Performance**

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

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

- 5.1.4 This report considers the council's financial position and provides the recommendations which allow a decision to be made on the Council Tax to be charged for 2020/21.
- 5.1.5 The revenue budget proposals will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of the council budget setting process. For this reason, the proposals are subject to change annually.
- 5.1.6 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.

## **Legal and Constitutional References**

- 5.1.7 Section 151 of the Local Government Act 1972 states that: "without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs". Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities.
- 5.1.8 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their Council Tax requirement in accordance with the prescribed requirements of that section. This requires consideration of the authority's estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.
- 5.1.9 Local authorities owe a fiduciary duty to Council Tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of the Council Tax payers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.
- 5.1.10 These proposals will be referred to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impact that cannot be mitigated.
- 5.1.11 All proposals emerging from the business planning process will need to be considered in terms of the council's legal powers and obligations (including, specifically, the public-sector equality duty under the Equality Act 2010). All proposals are already, or will be, subject to separate detailed project plans and

reports to committee. The detailed legal implications of these proposals are included in those reports, which will have to be considered by the committee when making the individual decisions.

5.1.12 The Council Constitution (Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council committees.

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

5.1.14 Article 4 sets out the role of Full Council "approving the strategic financing of the council upon recommendations of the Policy & Resources Committee, determination of financial strategy, approval of the budget, approval of the Capital Programme".

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

## **Social Value**

5.1.16 The council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. An example of where the council has considered its social value powers is requiring contractors to employ apprentices.

## **6. Risk Management**

6.1.1 Risk is defined as an uncertain event that, should it occur, will have an impact on the organisation's ability to achieve its objectives. A risk is measured by the likelihood of a perceived threat or opportunity occurring and the magnitude of its impact on the organisation's objectives.

6.1.2 The overarching aims of the council's risk management framework are to improve the organisation's ability to deliver its strategic objectives by managing risk; creating a risk culture that adds value to operational activities; and achieving sustained benefit across the portfolio of activities.

6.1.3 The risk management framework should help to ensure risk management is embedded throughout the organisation and involves all key stakeholders, including officers, senior managers, members and partners.

- 6.1.4 The council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.
- 6.1.5 The council's medium term financial strategy is designed to meet the challenges ahead and provide some flexibility to deal with varying service pressures, which may arise. The council holds a number of other provisions and reserves to meet known future liabilities and as a contingency against specific areas of risk.
- 6.1.6 Detailed monthly budget monitoring arrangements are in place across the council, which are designed to provide an early warning of possible budget variations to enable early remedial action, where appropriate, to be taken.
- 6.1.7 During the year management will focus resources on key risk areas as part of the overall monitoring and management of services so the risk of overspending is minimised.
- 6.1.8 The challenges set out in this report require fundamental change in the way council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.
- 6.1.9 The future saving and income generation proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However, the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the council must always ensure that safeguarding of adults, children and young people remains paramount.
- 6.1.10 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. The allocation of an amount to contingency is a step to mitigate the pressures that had yet to be quantified during the budget setting process.
- 6.1.11 The allocation of budgets from contingency seeks to mitigate financial risks which have materialised.

## **7. Equalities and Diversity**

- 7.1.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council.
- 7.1.2 Decision makers should have due regard to the public-sector equality duty in making their decisions. The equalities duties are continuing duties and are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should



precede the decision. It is important that 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:

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

- 7.1.8 If deemed appropriate, a project may be subject to future individual committee decision once the budget envelope has been set by Council. The equality impacts will be updated for these decisions.
- 7.1.9 To allow the Council to demonstrate that it has met the Public Sector Equalities Duty as outlined above, each year the Council undertake a planned and consistent approach to business planning. This assesses the equality impact of relevant budget proposals for the current year (affecting staff and/or service delivery) across services and identifies any mitigation to ease any negative impact on particular groups of residents.
- 7.1.10 The council's Annual equalities report 2019 reports on how this process was carried out in 2018/19. At this stage of the budget planning process for 2020/21 savings and savings to 2025, the council has conducted a preliminary high-level review of the equalities impact of the initial proposals and these are outlined in the savings templates, which have been approved by the relevant theme committee. These are attached at Appendix E to this paper and give detail of analysis to date indicating where further equality analysis may be required. Savings that are continuing from previous years will require on-going analysis and new savings will require initial analysis. The EqlAs for 2020/21 proposals were kept under review and updated if necessary, prior to Full Council.
- 7.1.11 Similarly, all human resources implications of the budget saving and income generation proposals will be managed in accordance with the council's Managing Organisational Change policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.
- 7.1.12 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.
- 7.1.13 Progress against the performance measures we use is published on our website at:  
[www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

### **Equalities impact of budget**

- 7.1.14 The Cumulative Equalities Impact Assessment (CEIA) of the budget savings proposals for 2020/21 is shown at Appendix I.
- 7.1.15 For the 2020/21 budget, 13 saving proposals carried out EqlAs. Of these overall: eight have forecasted the outcome of a positive or neutral impact; one with a negative impact; three with a minor negative impact; and one with no impact.
- 7.1.16 However, within overall positive EqlAs there are also some negative impacts on certain characteristics.

- 7.1.17 It has been identified that there may be a cumulative negative impact on residents with disabilities, on those within a certain age groups, ethnicity and religion.
- 7.1.18 There are also some cumulative positive impacts, with older people, those with disabilities, ethnicity and religion being positive impacted by the proposed changes.
- 7.1.19 In addition to those with protected characteristics, the following groups may be negatively impacted by the 20/21 budget: carers, people on a low income, those unemployed, young people who are NEET and lone parents.
- 7.1.20 The CEqIA underlines that as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups.
- 7.1.21 The council is satisfied that this CEqIA demonstrates how we have paid due regard to equalities, analysed the individual and cumulative impacts of our proposals, taking account of any negative impact from previous years and making every effort to avoid, minimise and mitigate any negative impacts wherever possible (as outlined in the individual EqlAs). However, given the scale of savings the council is obliged to make, change is inevitable.
- 7.1.22 The EqlA process is an iterative process. As budget proposals are implemented, they will be kept under review and further equalities analysis will be undertaken and individual EqlAs updated as proposals develop.

## **8. Corporate Parenting**

- 8.1.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child.
- 8.1.2 The Council, in setting its budget, has considered the Corporate Parenting Principles both in terms of savings and investment proposals. The Council proposals have sought to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.

## **9. Consultation and Engagement**

### General

- 9.1.1 As a matter of public law, the council has a duty to consult on proposals to vary, reduce or withdraw services in the following circumstances:
- where there is a statutory requirement in the relevant legislative framework;
  - where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
  - exceptionally, where the matter is so important that there is a legitimate expectation of consultation.
- 9.1.2 Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equalities duties.
- 9.1.3 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:
- Comments are genuinely invited at the formative stage
  - The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response
  - There is adequate time given to the consultees to consider the proposals
  - There is a mechanism for feeding back the comments and those comments are considered by the decision-maker / decision-making body when making a final decision
  - The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting
  - Where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

## **9.2 General Budget Consultation 2020/21**

### Overview

- 9.2.1 The general budget consultation began after Policy & Resources Committee on 6 January 2020 where the committee agreed to consult on the council's budget proposals for 2020/1.
- 9.2.2 The consultation opened on the 8 January 2020 and concluded on 3 February 2020.

9.2.3 In terms of service-specific consultations the council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2020/21 savings. The outcomes of these consultations are being reported into the committee decision making process.

9.2.4 The following paragraphs set out the headline findings from the general budget consultation 2020/21 which is presented to Council. The detailed findings can be found in Appendix H.

**Summary of consultation approach**

9.2.5 The 2020/21 general budget consultation asked for views on the:

- Overall budget, and savings and income generation proposals for 2020/21;
- Proposal to increase General Council Tax by 1.99%;
- Proposal to apply an Adult Social Care Precept on Council Tax of 2% to help pay for adult social care.

9.2.6 The consultation was published on Engage Barnet together with a summary consultation document and the full Finance and Business Plan.

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

**Response to the consultation**

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

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

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

### **Summary of key findings**

#### **Views on the budget for 2020/21**

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

- Just under a third of respondents agree (31%) with the council's proposed budget for 2020/21 (4% strongly agree, and 27% tend to agree);
- Just over two fifth of respondents disagree (44%) with the council's proposed budget for 2020/21 (21% tend to disagree and 23% strongly disagree);
- The remainder were either neutral (18 %) or said they did not know or were not sure (7%).

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

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

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

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

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

### Respondents level of support for proposed Council Tax increases

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

### Savings and income proposals for 2020/21

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

- **Children's, Education and Safeguarding Committee (CES) received the highest level of support** for the saving and income generation proposals identified, with just over two fifths of respondents (44%)

indicating they agree with the saving and income proposals identified within this committee for 2020/21.

- **Adults and Safeguarding Committee (AS) received the second highest level of support**, with just under two fifths of respondents (38%) indicating they agree with the saving and income proposals identified within this committee for 2020/21.
- **There were similar levels of support for saving and income generation proposals identified by Public Health**, with just over a third (36%) agreeing with the saving and income proposals identified within this committee for 2020/21.
- **Housing and Growth, Policy & Resources, and Environment Committee received the least support for their saving and income proposals, with only a quarter of respondents agreeing** with the saving and income generation proposals identified within each of these respective theme committees.
- Just under two fifths of respondents **indicated they disagree (36%)** with the **Housing and Growth Committee, and Policy & Resources Committee (39%)** proposals.
- **Environment Committee received the highest number of respondents who disagree with the saving and income proposals identified within this committee for 2020/21**, with just over half of respondents (54%) indicating they disagree with the Environment Committee saving and income proposals for 2020/21.

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

Theme Committee	Agree		Neither agree nor disagree		Disagree		Don't know / not sure		No comment		Total
	%	Base	%	Base	%	Base	%	Base	%	Base	Base
Children, Education and Safeguarding	44.2%	42	14.7%	14	29.5%	28	2.1%	2	9.5%	10	95
Adults and Safeguarding	37.9%	36	12.6%	12	35.8%	34	2.1%	2	11.6%	9	95
Public Health	35.8%	34	21.0%	20	30.5%	29	2.1%	3	10.6%	10	95
Housing and Growth	26.3%	25	24.2%	23	35.8%	34	3.2%	3	10.5%	10	95
Policy & Resources	25.0%	24	22.9%	22	38.5%	37	3.1%	3	10.54%	10	96
Environment	24.5%	23	11.7%	11	54.3%	51	2.1%	2	7.4%	10	94



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

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

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

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

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

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

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

## **Further comments on the overall budget for 2020/21**

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

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

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

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

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

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

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

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

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

**Consideration of the 2020/21 General Budget Consultation**

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

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

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

**Charging for Green Waste** – 9 respondents indicated that they disagreed with the decision to charge for green waste. The reasons provided being that there will be an increase in fly tipping and that there will be an overall decrease in green parts of the borough. Considering the total level of savings required by the council, the recommendation to implement charging for green waste

remains. Additional resources to reduce fly tipping have been put in place. Implementing the charge supports the council to better align its resources to its statutory functions.

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

**VCS Contract** – Specific comments were received in relation to the proposal to reduce the investment in the VCS contract. Taking on board the comments put forward, the recommendation in relation to this saving has been removed from the MTFS. The council now believes a more thorough review of the current arrangements with the voluntary community would be a better approach.

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

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

#### 9.2.19 General Council Tax Increase

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

#### 9.2.20 Application of 2.00% Social Care Precept

The council has a difficult balance to make in considering affordability to residents and ensuring it has sufficient resources within which to provide its statutory duties. The recommendation is to go ahead with the 2.00% Social

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

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

## **10. Insight**

10.1.1 None in the context of this report.

Background Papers

Committee	Item & Agenda	Link
Policy & Resources 19 February 2020	Item 7 Business Planning – Medium Term, Financial Strategy 2020-25, Budget Management 2019/20 and Budget for 2020/21	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9853&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9853&amp;Ver=4</a>
Policy & Resources 6 January 2020	Item 7 Business Planning 2020-25 and Budget Management 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=10084&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=10084&amp;Ver=4</a>
Policy & Resources 3 October 2019	Item 8 Business Planning 2020-25 and Budget Management 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9851&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9851&amp;Ver=4</a>
Policy & Resources 17 June 2019	Item 8 Business Planning 2020-24 and Budget Management 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9850&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9850&amp;Ver=4</a>
Full Council 5 March 2019	Item 11 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9456&amp;Ver=4">https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&amp;MId=9456&amp;Ver=4</a>
Policy & Resources 20 Feb 2019	Item 8 Corporate Plan, Medium Term Financial Strategy 2019/24 and Budget for 2019/20	<a href="https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&amp;MId=9461&amp;Ver=4">https://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>

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

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

Resources vs. Expenditure	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
CT Collection Fund Contribution	0.000	0.000	0.000	0.000	0.000
PFI Credit	2.235	2.235	2.235	2.235	2.235
New Homes Bonus	10.149	10.149	10.149	10.149	10.149
Housing and CT Benefit Admin	1.821	1.567	1.313	1.313	1.313
Public Health	17.177	17.177	17.177	17.177	17.177
London Crime Prevention Fund	0.145	0.000	0.000	0.000	0.000
Flexible Homelessness Support Grant	4.258	4.258	4.258	4.258	4.258
Special Educational Needs & Disability Grant	0.000	0.000	0.000	0.000	0.000
Social Care (ASC and CSC)	7.843	7.843	7.843	7.843	7.843
ASC Grant / IBCF	9.339	9.339	9.339	9.339	9.339
Independent Living Fund	1.340	1.340	1.340	1.340	1.340
<b>Other Funding Sub Total</b>	<b>242.588</b>	<b>251.446</b>	<b>261.149</b>	<b>271.178</b>	<b>281.692</b>
<b>Total Income From Grant and Council Tax</b>	<b>309.235</b>	<b>315.438</b>	<b>326.318</b>	<b>337.524</b>	<b>348.038</b>
Budget Gap before Savings	(17.311)	(18.612)	(24.961)	(28.958)	(37.743)
Saving Proposals Identified (Green & Amber)	17.311	6.276	5.548	4.835	0.913
<b>Proposed Savings</b>	<b>17.311</b>	<b>6.276</b>	<b>5.548</b>	<b>4.835</b>	<b>0.913</b>
Budget Gap after Savings	0.000	(12.336)	(19.413)	(24.123)	(36.830)
Collection Fund Smoothing Reserve Implementation	0.000	0.000	0.000	0.000	0.000
Reserve to Fund discretionary relief for CTRS	0.000	0.000	0.000	0.000	0.000
Reserve to fund increased investment in Streetscene	0.000	0.000	0.000	0.000	0.000
Specific reserves contribution	0.000	0.000	0.000	0.000	0.000
<b>Reserves Sub Total</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total funding Surplus/(Deficit)</b>	<b>0.000</b>	<b>(12.336)</b>	<b>(19.413)</b>	<b>(24.123)</b>	<b>(36.830)</b>
<b>Incremental gap</b>	<b>0.000</b>	<b>(12.336)</b>	<b>(7.077)</b>	<b>(4.710)</b>	<b>(12.707)</b>
<b>Council Tax Requirement</b>	<b>188.280</b>	<b>197.537</b>	<b>207.494</b>	<b>217.523</b>	<b>228.037</b>
Council Tax Base	147,813	149,130	150,636	151,858	153,090
London Borough of Barnet Council Tax *(excl. GLA precept)	£1,273.77	£1,324.60	£1,377.45	£1,432.41	£1,489.56
%age Increase	1.99%	1.99%	1.99%	1.99%	1.99%
London Borough of Barnet precept	£24.37	£25.34	£26.35	£27.40	£28.49
%age Increase	2.00%	2.00%	2.00%	2.00%	2.00%
Social Care precept	£24.50	£25.48	£26.49	£27.55	£28.65

**Appendix B**  
**COUNCIL TAX RESOLUTION**  
**Statutory Determination of Council Tax 2020-21 by London Borough of Barnet.**

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

1) Note that the Chief Finance Officer, under their delegated powers in accordance with the financial regulations, has calculated **147,813** (band D equivalent) as the amount for the Council Tax Base for the year 2020/21 [item T in the formula in Section 31B (1) of the Local Government Finance Act 1992, as amended (the “Act”)]

2) Recommend to Council for approval, the following amounts, calculated for 2020/21 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

i) **£980,453,663** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act;

ii) **£792,173,601** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act;

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

iv) **£1,273.77** as the basic amount of Council Tax for the year, being the Council Tax Requirement at 2iii) above (Item R), divided by the Council Tax Base set out at 1 above (Item T), in accordance with Section 31B (1) of the Act;

3) Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council’s basic amount of Council Tax for 2020/21 as set out in 2(iv) above is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2020/21.

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



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

5) Note that for the year 2020-21, the Greater London Authority has issued precepts to the Council in respect of the functional bodies under its control, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings as shown below:

Council Tax Band	GLA
A	221.38
B	258.28
C	295.17
D	332.07
E	405.86
F	479.66
G	553.45
H	664.14

6) Agree that having calculated the aggregate in each case of the amounts at 4 with the amounts at 5 above, the Council, in accordance with Sections 30(2) and 36 of the Act, hereby sets the following amounts as the amounts of Council Tax for 2020-21 for each of the categories of dwellings as shown below:

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

### Appendix C1 Revenue Budget 2020/21

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

## REVENUE BUDGET 2020/21

BUDGET	2019/20 Original	2019/20 Current	2020/21 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>298,516,880</b>	<b>301,098,231</b>	<b>309,235,431</b>
Contribution to / (from) Specific Reserves	(4,221,436)	(5,357,436)	0
<b>NET EXPENDITURE</b>	<b>294,295,444</b>	<b>295,740,795</b>	<b>309,235,431</b>
Other Grants	(47,399,000)	(48,844,351)	(54,307,927)
<b>BUDGET REQUIREMENT</b>	<b>246,896,444</b>	<b>246,896,444</b>	<b>254,927,505</b>
Business Rates Retention	(68,600,000)	(68,600,000)	(40,553,935)
Business rates top-up	0	0	(19,810,294)
<b>BUSINESS RATES INCOME</b>	<b>(68,600,000)</b>	<b>(68,600,000)</b>	<b>(60,364,230)</b>
RSG	0	0	(6,283,212)
Collection Fund Adjustments	0	0	0
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>178,296,444</b>	<b>178,296,444</b>	<b>188,280,063</b>
Greater London Authority - Precept	46,653,436	46,653,436	49,084,263
<b>COUNCIL TAX REQUIREMENT</b>	<b>224,949,880</b>	<b>224,949,880</b>	<b>237,364,326</b>

Components of the Council Tax (Band D)	2019/20	2020/21	Increase
	£	£	%
Mayors Office for Policing and Crime	242.13	252.13	4.13%
London Fire & Emergency Planning Authority	53.00	54.56	2.94%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	25.38	25.38	0.00%
<b>Greater London Authority</b>	<b>320.51</b>	<b>332.07</b>	<b>3.61%</b>
<b>London Borough of Barnet</b>	<b>1,224.90</b>	<b>1,273.77</b>	<b>3.99%</b>
<b>Total</b>	<b>1,545.41</b>	<b>1,605.84</b>	<b>3.91%</b>

# REVENUE BUDGET 2020/21

## COUNCIL TAX SUMMARY

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

## COUNCIL TAXBASE

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

Total LBB

	Original Estimate 2019/20	Current Estimate 2019/20	Original Estimate 2020/21
Asset Capital Accg Charges	22,563,841	22,563,841	22,563,841
Capital Accounting Charges	2,551,875	-9,241,410	5,362,185
Capital Financing	35,476,914	25,297,684	28,420,686
Employee Related	84,875,227	264,459,025	98,360,375
Premises Related	21,632,892	34,891,209	20,998,698
Secondary Recharges	-2,622,857	-8,652,501	-8,321,056
Supplies/Services	147,744,200	177,667,621	152,221,299
Support Services	0	10,514,479	0
Third Party Payments	203,735,122	212,183,424	219,206,457
Transfer Payments	480,461,213	257,661,547	436,882,394
Transport Related	4,416,485	4,667,640	4,758,783
<b>Expenditure</b>	<b>1,000,834,912</b>	<b>992,012,559</b>	<b>980,453,663</b>
Customer & Client Receipts	-236,817,546	-257,468,389	-236,145,819
Government Grants	-549,276,081	-512,254,841	-517,111,952
Interest	-1,292,994	-1,292,994	-1,292,994
Interim Budgets	-1,285,325	-1,285,325	-1,285,325
Other Grants & Reimbursments	-33,866,522	-41,414,566	-36,337,511
<b>Income</b>	<b>-822,538,468</b>	<b>-813,716,115</b>	<b>-792,173,601</b>
<b>Total (excl Council Tax)</b>	<b>178,296,444</b>	<b>178,296,444</b>	<b>188,280,062</b>
Council Tax	-178,296,444	-178,296,444	-188,280,062

Budget Summary and Forward Plan					
Adults and Health	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
<b>Original Budget</b>	111,213,498	119,736,145	118,355,145	117,063,145	116,169,145
<b>Virements approved in prior period</b>	4,262,406				
<b>Revised Base Budget</b>	<b>115,475,904</b>	<b>119,736,145</b>	<b>118,355,145</b>	<b>117,063,145</b>	<b>116,169,145</b>
<b>Savings</b>					
Committee has agreed a new contract with YourChoice Barnet which included a transformation of the service model to deliver better outcomes.	-290,000				
Rescoping and targeting of prevention contracts- the savings will be achieved through contract end dates, contract redesign and recommissioning to maintain an effective prevention offer while rescoping services and delivering increased performance and effectiveness.	-350,000				
This proposal is to reduce the costs of delivering the service, without impacting the number of people able to access it. The savings will be made by reductions to management and external service development costs.	-155,000				
Reduction in printing costs	-15,000				
This proposal is based on better managing the supply of nursing care beds for LBB, by: - Purchasing blocks of beds; and - Purchasing placements from other boroughs in London where they meet needs at better value to the authority	-150,000				
Increased income from change to 'override' rates, charged for arranging care for those not eligible for local authority funded care and respite rates.	-150,000				
Client contributions will increase due to increased numbers of people receiving services who are assessed as having to make a contribution following a financial assessment.	-200,000				
Use of capital funding to pay for certain items of community equipment in line with financial criteria, resulting in a saving to the revenue budget.	-1,000,000				
Applying a strengths-based approach to care reviews for older adults and people with physical disabilities thus reducing the cost of formal care and support.	-400,000				
Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights).	-200,000				
Continuing to review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. Saving is based on extending the impact of independence focussed reviews and working closely with providers to ensure that support promotes independence and progression.	-550,000	-100,000	-150,000		
Savings from reviews undertaken by mental health teams who review people with care and support packages to ensure that their care and support is proportionate to their needs and maximises independence and recovery.	-300,000				
Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs.		-100,000	-160,000		
Proposed third Extra-Care Housing scheme at Cheshir House, with 75 units expected to be completed in 2020/21.			-100,000	-100,000	
Sexual Health Services - London-wide sexual health transformation including digital testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention	-100,000	-310,000	-250,000	-100,000	
Healthy Child Programme - redesigning support for teenage parents.	-324,000			-59,000	

<b>Adults and Health</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>	<b>2024/25 £</b>
Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns			-100,000		
Staffing - Proposed restructure to centralise public health functions across the Council and increase resilience and capacity of the team				-143,000	
Health Checks - Reconfiguration of health checks via GP federation to focus on hub approach will result in management cost reduction				-50,000	
<b>Savings Total</b>	<b>-4,184,000</b>	<b>-510,000</b>	<b>-760,000</b>	<b>-452,000</b>	<b>0</b>
<b>Income generation</b>					
Replacement of base budget with Improved Better Care grant funding	-150,000				
Implementation of a pre-paid card solution and transitioning 80% of direct payment clients to it, with a secure online facility to upload evidence of spend, leading to an increase in transparency and recoupment of unspent / wrongly spent monies from clients.	-250,000				
Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	-61,000	-124,000	-159,000	-184,000	
Over-delivery against projected income from the GLL leisure services contract	-1,096,000	-747,000	-373,000	-258,000	
<b>Income generation Total</b>	<b>-1,557,000</b>	<b>-871,000</b>	<b>-532,000</b>	<b>-442,000</b>	<b>0</b>
Funding for Pay inflation	368,586				
Funding for Non-Pay inflation	1,514,041				
<b>Inflation Total</b>	<b>1,882,627</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grossing up of grants</b>					
Public Health Grant	474,365				
<b>Grossing up of grants total</b>	<b>474,365</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
19/20 demand led pressures	3,149,100				
Increase in complexity of Adult Social Care Packages	990,000				
Transitions cases from Childrens Services to Adults	2,880,000				
<b>Pressures Total</b>	<b>7,019,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers between services</b>					
Transfer of SHAW from Growth & Corporate services	201,149				
Transfer of Community safety base budget for services funded by Public health grant	424,000				
<b>Transfers between services Total</b>	<b>625,149</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>119,736,145</b>	<b>118,355,145</b>	<b>117,063,145</b>	<b>116,169,145</b>	<b>116,169,145</b>

## Adults and Health

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

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



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

## Assurance

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

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

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

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

## Children's Family Services

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

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

Budget Summary and Forward Plan					
Growth and Corporate Services	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
<b>Original Budget</b>	33,014,300	39,277,901	37,610,901	36,311,901	35,029,901
<b>Virements approved in prior period</b>	4,694,913				
<b>Revised Base Budget</b>	<b>37,709,213</b>	<b>39,277,901</b>	<b>37,610,901</b>	<b>36,311,901</b>	<b>35,029,901</b>
<b>Savings</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.	-871,000	-272,000	-141,000		
Strategic HR services were previously provided through the CSG contract which contained a reduction in the cost of back office services including Strategic HR. Strategic HR has been returned to the council on the same basis, with savings targets for future years.	-14,000	-9,000	-6,000	-4,000	
Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line)	-153,000	-20,000	-134,000	-138,000	
Exiting NLBP2 lease at lease termination in June 2020.	-1,300,000	0	0	0	0
500 additional acquisitions of properties for use as affordable temporary accommodation.	-44,125	-120,952	-115,619	-146,854	-101,712
Transfer of 156 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	-172,489	-27,234	34,620	40,116	41,545
Additional 72 homes for affordable rent built by Open Door Homes which will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay an premium to the council for each property.	0	0	-22,209	-78,800	0
Build 87 new council homes for rent on top of existing council housing blocks which will provide a cheaper alternative to temporary accommodation.	0	0	-103,208	-120,348	-7,163
Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	-300,000	-550,000	-500,000	-400,000	-150,000
Additional 300 affordable homes acquired in Greater London resulting in savings in temporary accommodation costs.	-136,386	-330,814	-311,584	-203,446	-57,303
Delivery of 52 homes on Hermitage Lane resulting in savings in temporary accommodation costs.	0	0	0	-30,803	-32,233
Delivery of 250 homes across 3 scheme resulting in savings in temporary accommodation costs.	0	0	0	-173,359	-350,263
Delivery of 40 affordable homes on one or more car park sites thereby increasing the provision of affordable housing and reducing the cost of temporary accommodation.	0	0	0	-26,505	-55,870
<b>Savings Total</b>	<b>-2,991,000</b>	<b>-1,330,000</b>	<b>-1,299,000</b>	<b>-1,282,000</b>	<b>-713,000</b>
<b>Income generation</b>					
Moving from Barnet House to new offices in Colindale has created the opportunity to generate income from sub-letting Barnet House.	-203,000	0	0	0	0
Increased income for full years worth of rent or hire fees for new lettings agreed part way through 19/20	-343,000	0	0	0	0
Increased ground rent from potential development (Hendon Campus)	0	0	0	0	-200,000
Commercial property acquisitions for improved place shaping resulting in incidental income.	-337,000	-337,000	0	0	0
<b>Income generation Total</b>	<b>-883,000</b>	<b>-337,000</b>	<b>0</b>	<b>0</b>	<b>-200,000</b>
Funding for Pay inflation	108,983				
Funding for Non-Pay inflation	663,903				

Growth and Corporate Services	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
<b>Inflation Total</b>	<b>772,886</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Housing General Fund - Temporary Accommodation	270,000				
Additional Security Pressures across the estate	126,000				
Estates pressures; cyclical repairs, reactive repairs & maintenance (incl fly tipping clearance)	270,000				
Brogans and potential GBN leasing costs (after completion of remedial works)	270,000				
Brent Cross income shortfall	699,300				
Additional parking costs for Family Services	90,000				
Variable storage and Office 365 costs	45,000				
HR Transformation (including trade union time)	360,000				
Customer Services & Digital - out of hours calls	72,000				
Organisational Development (TW3 ii)	225,000				
CE: Implementation and ongoing costs for Integra & Additional finance support	27,000				
Document Solutions mark-up income	693,000				
Additional Staff Costs - Growth	250,000				
Additional Staff Costs - Estates	350,000				
Additional Staff Costs - BEST	375,000				
<b>Pressures Total</b>	<b>4,122,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transfers between services</b>					
Transfer of SHAW to Adults & Health	-201,149				
Transfer of SEED from Regional Enterprise	748,651				
<b>Transfers between services Total</b>	<b>547,502</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>39,277,901</b>	<b>37,610,901</b>	<b>36,311,901</b>	<b>35,029,901</b>	<b>34,116,901</b>

Growth and Corporate Services

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

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



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

## Environment

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

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

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

Finance

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

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

<b>Levies</b>			
	<b>Original Estimate 2019/20</b>	<b>Current Estimate 2019/20</b>	<b>Original Estimate 2020/21</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Other Establishments - Third part Payments</u></b>			
Environment Agency	335,000	331,380	338,049
Lea Valley Regional Park	360,000	345,897	345,966
London Pension Funds	511,000	500,137	499,959
Traffic Control Signals Unit	476,800	423,912	463,264
North London Waste Authority (main levy)	10,370,964	10,370,964	12,350,936
North London Waste Authority (household waste)	1,246,251	1,246,251	1,219,447
Concessionary Fares	15,450,450	15,434,672	15,496,031
Apprenticeship Levy	300,000	300,000	300,000
	<b>29,050,465</b>	<b>28,953,213</b>	<b>31,013,651</b>
<b><u>Joint Authorities - Third Party Payments</u></b>			
Coroners Court	320,000	330,884	320,000
	<b>320,000</b>	<b>330,884</b>	<b>320,000</b>
<b><u>Other Local Authorities - Third Party</u></b>			
London Boroughs Grants	295,000	293,021	293,535
	<b>295,000</b>	<b>293,021</b>	<b>293,535</b>
<b>Total Levies</b>	<b>29,665,465</b>	<b>29,577,118</b>	<b>31,627,186</b>

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

Regional Enterprise

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

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

Budget Summary and Forward Plan					
Special Parking Account	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget	-13,264,471	-16,074,781	-16,824,781	-16,824,781	-16,824,781
Virements approved in prior period	-229,440				
Revised Base Budget	<b>-13,493,911</b>	<b>-16,074,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>
<b>Savings</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.	-2,600,000	-750,000			
<b>Savings Total</b>	<b>-2,600,000</b>	<b>-750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Funding for Pay inflation	19,130				
<b>Inflation Total</b>	<b>19,130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>-16,074,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>



# Revenue Budget 2020-2021

## Special Parking Account

	2019-20	2019-2020	2020-21
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices - Including MTC	(14,215,010)	(12,925,010)	(15,525,010)
Permits	(2,290,000)	(3,020,000)	(3,020,000)
Pay & Display	(3,180,000)	(3,990,000)	(3,990,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
<b>Total Income</b>	<b>(20,055,010)</b>	<b>(20,305,010)</b>	<b>(22,905,010)</b>
Operating Expenditure	6,790,539	6,811,099	6,830,229
Net Operating Surplus	(13,264,471)	(13,493,911)	(16,074,781)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(13,264,471)	(13,493,911)	(16,074,781)
Balance brought forward	0	0	0
Appropriation to General Fund	13,264,471	13,493,911	16,074,781
	0	0	0

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

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

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

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

## Appendix C2: Theme Committee Revenue Budget 2020/21

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

## REVENUE BUDGET 2020/21

BUDGET	2019/20 Original	2019/20 Current	2020/21 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>298,516,880</b>	<b>301,098,231</b>	<b>309,235,431</b>
Contribution to / (from) Specific Reserves	(4,221,436)	(5,357,436)	0
<b>NET EXPENDITURE</b>	<b>294,295,444</b>	<b>295,740,795</b>	<b>309,235,431</b>
Other Grants	(47,399,000)	(48,844,351)	(54,307,927)
<b>BUDGET REQUIREMENT</b>	<b>246,896,444</b>	<b>246,896,444</b>	<b>254,927,505</b>
Business Rates Retention	(68,600,000)	(68,600,000)	(40,553,935)
Business rates top-up	0	0	(19,810,294)
<b>BUSINESS RATES INCOME</b>	<b>(68,600,000)</b>	<b>(68,600,000)</b>	<b>(60,364,230)</b>
RSG	0	0	(6,283,212)
Collection Fund Adjustments	0	0	0
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>178,296,444</b>	<b>178,296,444</b>	<b>188,280,063</b>
Greater London Authority - Precept	46,653,436	46,653,436	49,084,263
<b>COUNCIL TAX REQUIREMENT</b>	<b>224,949,880</b>	<b>224,949,880</b>	<b>237,364,326</b>

Components of the Council Tax (Band D)	2019/20	2020/21	Increase
	£	£	%
Mayors Office for Policing and Crime	242.13	252.13	4.13%
London Fire & Emergency Planning Authority	53.00	54.56	2.94%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	25.38	25.38	0.00%
<b>Greater London Authority</b>	<b>320.51</b>	<b>332.07</b>	<b>3.61%</b>
<b>London Borough of Barnet</b>	<b>1,224.90</b>	<b>1,273.77</b>	<b>3.99%</b>
<b>Total</b>	<b>1,545.41</b>	<b>1,605.84</b>	<b>3.91%</b>

# REVENUE BUDGET 2020/21

## COUNCIL TAX SUMMARY

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

## COUNCIL TAXBASE

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

Total LBB

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

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

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



## Adults and Safeguarding

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

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

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

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

## Housing and Growth

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

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

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

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

Children's Education and Safeguarding

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

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

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



## Community Leadership and Libraries

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

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

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

Environment

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

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

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

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

Policy and Resources

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

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

<b>Levies</b>			
	<b>Original Estimate 2019/20</b>	<b>Current Estimate 2019/20</b>	<b>Original Estimate 2020/21</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<u>Other Establishments - Third part Payments</u>			
Environment Agency	335,000	331,380	338,049
Lea Valley Regional Park	360,000	345,897	345,966
London Pension Funds	511,000	500,137	499,959
Traffic Control Signals Unit	476,800	423,912	463,264
North London Waste Authority (main levy)	10,370,964	10,370,964	12,350,936
North London Waste Authority (household waste)	1,246,251	1,246,251	1,219,447
Concessionary Fares	15,450,450	15,434,672	15,496,031
Apprenticeship Levy	300,000	300,000	300,000
	<b>29,050,465</b>	<b>28,953,213</b>	<b>31,013,651</b>
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	320,000	330,884	320,000
	<b>320,000</b>	<b>330,884</b>	<b>320,000</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	295,000	293,021	293,535
	<b>295,000</b>	<b>293,021</b>	<b>293,535</b>
<b>Total Levies</b>	<b>29,665,465</b>	<b>29,577,118</b>	<b>31,627,186</b>

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



Public Health

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

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

<b>Budget Summary and Forward Plan</b>					
<b>Special Parking Account</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>	<b>2024/25 £</b>
<b>Original Budget</b>	-13,264,471	-16,074,781	-16,824,781	-16,824,781	-16,824,781
<b>Virements approved in prior period</b>	-229,440				
<b>Revised Base Budget</b>	<b>-13,493,911</b>	<b>-16,074,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>
<b>Savings</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.	-2,600,000	-750,000			
<b>Savings Total</b>	<b>-2,600,000</b>	<b>-750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Funding for Pay inflation	19,130				
<b>Inflation Total</b>	<b>19,130</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>-16,074,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>	<b>-16,824,781</b>

## Revenue Budget 2020-2021

### Special Parking Account

	2019-20	2019-2020	2020-21
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices - Including MTC	(14,215,010)	(12,925,010)	(15,525,010)
Permits	(2,290,000)	(3,020,000)	(3,020,000)
Pay & Display	(3,180,000)	(3,990,000)	(3,990,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
<b>Total Income</b>	(20,055,010)	(20,305,010)	(22,905,010)
Operating Expenditure	6,790,539	6,811,099	6,830,229
<b>Net Operating Surplus</b>	(13,264,471)	(13,493,911)	(16,074,781)
Add Capital Expenditure / Debt Charge			
<b>Net Expenditure in Year</b>	(13,264,471)	(13,493,911)	(16,074,781)
Balance brought forward	0	0	0
Appropriation to General Fund	13,264,471	13,493,911	16,074,781
	0	0	0

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

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

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

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

Appendix D – Proposed Capital Programme

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

## Appendix D – Proposed Capital Programme

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

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

Appendix D – Proposed Capital Programme

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

## Appendix D – Proposed Capital Programme

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

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



## Appendix D – Proposed Capital Programme

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

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

Appendix D – Proposed Capital Programme

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

APPENDIX E - SAVINGS PROPOSED

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

Adults & Safeguarding

New Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)							
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20		2020/21		2021/22		2022/23		2023/24		2024/25		
								£000	£000	FTE	£000	FTE		£000	FTE	£000	FTE	£000	FTE	£000
A&S1	Transformation of Your Choice Barnet supported living and day-care services	Our residents live happy, healthy, independent lives with the most vulnerable protected	Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better, more independence-focused outcomes. Savings in the first three years of the transformation programme have been delivered and will continue in the final year. The saving is achieved by helping individuals progress towards independence as well as more efficient use of buildings and some reductions in the unit price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. There is a published report on the proposed savings: <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 is positive as individuals will be supported to undertake new activities and live more independently. YCB will be using a person centred approach to ensure that the aspirations for individuals are fully met.	Consultation outcomes indicated that people welcomed these changes but needed to be assured that service users would be well supported to make these changes. The committee report on implementation of the new models at YCB (6th November 2017) set out the reaction of service users and families to the new models; in general changes were well received.	Equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. The EIA has been reviewed as part of the 2020-21 business planning cycle and the impact remains unchanged. The EIA will be kept under review.	18,025	(290)								(290)			
A&S2	Rescoping and targeting of prevention contracts	Our residents live happy, healthy, independent lives with the most vulnerable protected	In 2021, this saving will be made by reductions to a number of contracts within the current adult social care prevention portfolio. This includes the Specialist Information and Advice Service, the Housing Related Support Service, the Carers Service, Neighbourhood Services and the Support and Employment for Learning Disabilities Service. LBB will use contract redesign and recommissioning to maintain an effective prevention offer while rescoping services to deliver enhanced performance and effectiveness within the budgeted amounts.	Engagement with providers and community as part of normal commissioning cycle.	This has been assessed on a contract by contract basis, proposals are being designed to make savings without impacting on service delivery wherever possible. Where services are rescoped, this will be done to enhance outcomes for residents.	This has been assessed on a contract by contract basis. Where services are rescoped, this will be done to enhance outcomes for residents.	All contract changes made 19/20 have followed an EqIA. In 2021, this approach will continue.	2,666	(350)								(350)			
A&S3	Telecare overheads	Our residents live happy, healthy, independent lives with the most vulnerable protected	The current service has delivered over £1m in savings, by avoiding more expensive forms of care, while increasing people's satisfaction and independence. It will continue to do so in 2020/21 (see savings line R5). This proposal is to reduce the costs of delivering the service, without impacting the number of people able to access it. The savings will be made by reductions to management and external service development costs.	We are engaging closely with the service provider. Resident consultation is not required as the change relates to management and service development costs.	Telecare services will continue as is, with no impact to service delivery as anticipated however this will be kept under review as proposals develop.	No impact to customer services is anticipated however this will be kept under review as proposals develop.	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	9,634	(155)								(155)			
A&S4	Reduction in printing costs	Our residents live happy, healthy, independent lives with the most vulnerable protected	This represents a saving on the current spend on printing costs. This is based on targeting current areas of high spend and moving them towards less paper-intensive processes. New technology / digital processes developed as part of The Way We Work (TW3) Programme, for example enabling online self-service client financial assessments	Service specific consultation is not required.	No impact	No / minimal impact	The assessment showed no equalities impact. The option to print will remain where it is necessary to avoid any negative impact for people with protected characteristics.	335	(15)								(15)			
A&S5	Constraining nursing care costs	Our residents live happy, healthy, independent lives with the most vulnerable protected	The average price of a nursing care placement has been increasing over recent years, as there is a high level of demand from local authorities and self-funders for the limited number of available nursing beds. This proposal is based on better managing the supply of nursing care beds for LBB, by: - Purchasing blocks of beds; and - Purchasing placements from other boroughs in London where they meet needs at better value to the authority	Where providers are impacted we will engage directly with them. People who require nursing care will continue to be consulted individually as part of the care and support planning process. Their views and preferences will continue to be considered, in line with our duties under the Care Act.	By increasing the available supply of nursing care placements this should improve our service delivery, as we are able to ensure people receive the care they need quicker, improving people's quality of life and reducing delays in discharges from hospital	By increasing the available supply of nursing care placements this should improve satisfaction, as we are able to ensure people receive the care they need quicker, improving people's quality of life and reducing delays in discharges from hospital. Councils have a responsibility to offer residents choice in residential and nursing care placements and this will continue.	The assessment shows a minimal positive impact overall, due to increasing overall capacity of nursing care which will enable care to be provided more quickly and offer increased options. This should improve satisfaction and outcomes and reduce time spent in settings which aren't suitable, such as hospital for someone who is ready to be discharged.	7,315	(150)								(150)			
A&S6	BCF	Our residents live happy, healthy, independent lives with the most vulnerable protected	In previous years the council has received an uplift to the Better Care Fund (BCF) of between 1.5 and 2% (in 19/20 it was 5% but this is unlikely to recur). This money continues to go towards critical social care services for residents that also support the overall health and care system. The saving is taken from the Adult Social Care base budget, and we have used an assumption of 1.75% uplift for this MTF5.	Service specific consultation is not required.	No impact	No impact	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	8,575	(150)								(150)			
A&S7	Prepaid cards	Our residents live happy, healthy, independent lives with the most vulnerable protected	By implementing a pre-paid card solution and transitioning 80% of direct payment clients to it, with a secure online facility to upload evidence of spend, we can increase transparency and then recoup unspent / wrongly spent monies from clients. Based on evidence from elsewhere and assumptions from the service, initial modelling suggested a medium impact scenario would realise year on year savings of c.£500k (6% of total DP spend). In 19/20, the department completed an intensive audit of Direct Payment usage and therefore recovered more unspent or misspent payments than usual, and will also transfer the majority of direct payment recipients onto the new pre-paid card solution. In 2021 this saving will be based on continuing to identify unspent or misspent funds via the new system, and completing social care reviews with people who did not respond to the direct payment audit.	A service user group was consulted as part of the implementation of the new solution, and a pilot was completed with a group of volunteer service users to ensure that the new system was user friendly. The feedback was very positive overall, and the issues that were detected will be resolved or mitigated before the wider roll out of the system. Social care reviews are part of our standard procedures and will involve one to one engagement and consultation with direct payment recipients.	This should have a positive impact on the ability of the service to monitor direct payment spend, and make it much easier for people to administer their own DPs.	This should have a positive impact on customer satisfaction, as the solution makes it easier for people to provide returns on DP spend. However, some people may prefer to use other methods of monitoring. Other options will continue to be available for people, if they meet the conditions of their Direct Payment agreement.	The equalities impact assessment has been refreshed and continues to show a minimal potential positive impact	11,493	(250)								(250)			
A&S8	VAT efficient leisure contract	Our residents live happy, healthy, independent lives with the most vulnerable protected	Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	No resident or staff impact	No resident or staff impact	No resident or staff impact	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(19,304)	(61)	(124)	(159)	(184)					(528)			
A&S9	SPA income	Our residents live happy, healthy, independent lives with the most vulnerable protected	Over-delivery against projected income from the GLL leisure services contract	No resident or staff impact	No resident or staff impact	No resident or staff impact	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(1,096)	(747)	(373)	(258)						(2,474)			
A&S10	Change to adults social care related charges and discretionary services	Our residents live happy, healthy, independent lives with the most vulnerable protected	In line with national statutory guidance, changes to our 'override' rates, charges for arranging care for those not eligible for local authority funded care and respite rates, as set out in the fees and charges section of the paper. Overall this will increase income levels.	A specific consultation on these changes and an updated Fairer Contributions Policy will be completed in January 2020.	This will not impact service delivery	Some people may be dissatisfied at having to pay increased fees and charges	An equalities impact assessment has been completed and shows a potential minor negative impact based on the cohort having to pay more. However, this is deemed a fair increase / change. This will be updated following the consultation.	(12,937)	(150)								(150)			
A&S11	Additional client contributions	Our residents live happy, healthy, independent lives with the most vulnerable protected	Client contributions will increase due to increased numbers of people receiving services who are assessed as having to make a contribution following a financial assessment.	There is no change to our existing Fairer Contributions policy or rates of charging associated with this income line, therefore no consultation is required.	This will not impact service delivery	As this relates to increased numbers of clients as opposed to a change in policy, there should be no impact on overall client satisfaction.	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	(200)	(200)								(200)			

New Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget								Total savings (All years)			
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact  All published EqIAs are online at: <a href="https://barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a>	2019/20	2020/21		2021/22		2022/23		2023/24		2024/25		
								£000	£000	FTE	£000	FTE	£000	FTE	£000		FTE	£000	FTE
A&S12	Additional capitalisation	Our residents live happy, healthy, independent lives with the most vulnerable protected	We currently use revenue funding to pay for a lot of our community equipment. This includes installing items like grab rails and ramps to keep people independent and safe in their own homes or able to access their community. In line with financial criteria, we will use capital funding to pay for this going forward, which results in a saving to the revenue budget.	There is no change to a service and no consultation is required	None	None	A full equalities impact assessment is not required as there is no change to the service provided to residents and no impact on LBB staff.	1,598	(1,000)								(1,000)		
A&S13	Strengths-based reviews of older adults and people with physical disabilities	Our residents live happy, healthy, independent lives with the most vulnerable protected	We will be continuing to apply a strengths-based approach to care reviews for older adults and people with physical disabilities, ensuring that social care needs are met in a way that maximises independence and utilises people's strengths and assets within their communities. Evidence to date that this reduces the cost of formal care and support. We will be continuing to apply this approach with people in the community, including those recently discharged from hospital.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer alternative care and this could lead to dissatisfaction. Others may be more satisfied given increased levels of independence and meeting personal goals.	The equalities impact assessment has been refreshed and to continue to show minimal positive / neutral impact on service users.	24,862	(400)								(400)		
A&S14	Assistive Technology	Our residents live happy, healthy, independent lives with the most vulnerable protected	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council procured a partner to co-develop and implement this approach, which was implemented in April 2017.	Provider engagement has taken place prior to procurement. Working group of service users and carers has helped inform implementation approach.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff have been trained to identify service users who may benefit from assistive technology, and significant provider engagement is underway to introduce telecare into supported living and residential/ nursing care.	Telecare can enhance individuals' feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	The equalities impact assessment has been refreshed and indicates there is a potential positive staff and service users (older people, Learning Disability, Physical Disability, Mental Health).	1,427	(200)								(200)		
A&S15	Support for Working age adults	Our residents live happy, healthy, independent lives with the most vulnerable protected	Continuing to review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option, step up settings where there is a risk of carer breakdown, supporting individuals in gaining and maintaining employment, utilising care technologies to improve independence and reduce intrusiveness of care, developing the Shared Lives service within LBB and increasing the number of referrals. The 20/21 saving is based on extending the impact of independence focussed reviews and working closely with providers to ensure that support promotes independence and progression.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer alternative care and this could lead to dissatisfaction. Others may be more satisfied given increased levels of independence and meeting personal goals.	The equalities impact assessment has been refreshed and to continue to show positive / neutral impact on service users.	34,186	(560)	(100)		(150)					(800)		
A&S16	Strengths-based reviews of people with mental health conditions	Our residents live happy, healthy, independent lives with the most vulnerable protected	Our mental health teams review people with care and support packages to ensure that their care and support is proportionate to their needs and maximises independence and recovery. The 20/21 saving is based on extending the impact of these reviews.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Individuals and families will continue to be at the centre of the process as any plans are developed and supported.	There will be a need to secure suitable accommodation. Social Care staff will need to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will take place to ensure existing providers support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	The equalities impact assessment has been refreshed and to continue to show positive / neutral impact on service users.	8,699	(300)								(300)		
A&S17	Extra-Care Housing 2	Our residents live happy, healthy, independent lives with the most vulnerable protected	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 3, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	This change will increase the range and choice of services available in Barnet.	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as the scheme progresses and potential residents are identified.	1,090		(100)		(160)					(260)		
A&S18	Extra-Care Housing 3 (Cheshire House)	Our residents live happy, healthy, independent lives with the most vulnerable protected	Plans are in place to develop a third Extra-Care Housing scheme at Cheshire House, with 75 units. Based on current projections, this should be completed in 2020/21. The benefits case will be updated once the first Extra-Care Scheme has gone live. Current savings projections are based on conservative assumptions	Design principles agreed through consultation on Extra Care 1 (Ansell Court) will be applied in extra care 2, e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required.	This change will increase the range and choice of services available in Barnet.	Satisfaction should increase for users who will secure more independence in their lives.	Equalities Impact Assessments will be undertaken as the scheme progresses and potential residents are identified.					(100)		(100)			(200)		
<b>Overall Savings</b>								<b>97,664</b>	<b>(5,317)</b>	<b>0</b>	<b>(1,071)</b>	<b>0</b>	<b>(942)</b>	<b>0</b>	<b>(542)</b>	<b>0</b>	<b>0</b>	<b>(7,872)</b>	

Housing & Growth																		
Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2021/22		2022/23		2023/24		2024/25		Total savings (All years)
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21	FTE	FTE	FTE	FTE	FTE	FTE	FTE		
								£000	£000								£000	
ARG1	Accommodation Strategy	A pleasant, well maintained borough that we protect and invest in	Exiting NLBP2 lease at lease termination in June 2020.	No service specific consultation required	Some minor disruption during the move	Nil customer satisfaction will not be affected.	This proposal is not expected to have an adverse equalities impact.	1,860	(1,300)									(1,300)
ARG2	Accommodation Strategy	A pleasant, well maintained borough that we protect and invest in	Moving from Barnet House to new offices in Colindale has created the opportunity to generate income from sub-letting Barnet House.	No service specific consultation required	This saving is achieved through generating income and is not expected to have a negative impact on service delivery.	Nil customer satisfaction will not be affected.	This proposal is not expected to have an adverse equalities impact.	1,380	(203)									(203)
ARG3	Increase in Council Tax base	A pleasant, well maintained borough that we protect and invest in	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTF5. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	n/a		(500)	0	(500)	0	(500)	0			(1,500)
ARG4	Rental opportunity	A pleasant, well maintained borough that we protect and invest in	Increased income for full years worth of rent or hire fees for new lettings agreed part way through 19/20	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	income generation across services	(343)									(343)
ARG5	Rental opportunity	A pleasant, well maintained borough that we protect and invest in	Increased ground rent from potential development (Hendon Campus)	Planning consultation will be undertaken by prospective developers	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	income generation								(200)		(200)
ARG6	Rental opportunity	A pleasant, well maintained borough that we protect and invest in	Commercial property acquisitions for improved place shaping and to meet other strategic in-borough objectives, resulting in incidental income. (estimate based on £20m capital investment early in 2020, resulting in a half year rent, followed by the remainder in 2021)	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.	income generation across service	(337)		(337)							(674)
H1	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector. Savings also achieved by premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required There is an opportunity to comment on our vision and plans for housing and homelessness over the next five years through the current Housing and Homelessness Strategy consultations <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.	<a href="https://www.barnet.gov.uk/corporate-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop. <a href="https://www.barnet.gov.uk/corporate-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://www.barnet.gov.uk/corporate-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a></a>	7,366	(44)		(121)		(116)		(147)		(102)	(529)
H2	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	Transfer of 156 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by transfer of debt management and premium of 1.24% interest on loans made by the council to Open Door Homes.	No service specific consultation required There is an opportunity to comment on our plans through the current Housing and Homelessness Strategy consultations <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.	An equality impact assessment WILL be presented separately with an updated report. This will kept under review as the specific proposals develop.	7,366	(172)		(27)		35		40		42	(83)
H3	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	Additional 72 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay a 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.	<a href="https://www.barnet.gov.uk/corporate-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop. <a href="https://www.barnet.gov.uk/corporate-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://www.barnet.gov.uk/corporate-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a></a>	7,366	0		0		(22)		(79)		0	(101)

Line Ref	Opportunity Area	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2021/22		2022/23		2023/24		2024/25		Total savings (All years)		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2019/20	2020/21	£000	FTE	£000	FTE	£000	FTE	£000	FTE			
								£000	£000	FTE	£000	FTE	£000	FTE						
H4	Housing	Our residents live happy, healthy, independent lives with the most vulnerable protected	Build 87 new council homes for rent on top of existing council housing blocks. Savings achieved as these homes will provide a cheaper alternative to temporary accommodation.	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.	<a href="#">An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop. Link: <a href="https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a></a>	7,366	0	0	(103)	(120)	(7)					(231)		
H5	Housing	A pleasant, well maintained borough that we protect and invest in	Trickle transfer of 950 council homes to Open Door Homes. Savings achieved as Open Door Homes will pay an annual premium to the council for each property and make use of the asset base to fund the building of more affordable homes.	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 presented separately with a more detailed report. This will kept under review as the specific proposals develop.	7,366	(300)	(550)	(500)	(400)	(150)					(1,900)		
H6	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal would see an additional 300 affordable homes acquired in Greater London. This will be achieved either through an extension of the existing Cheyne programme, or with another provider. These properties will be delivered into a 40 year lease model which after the term completes can be purchased for £1. Properties would be let as per the existing programme with rents set at Local Housing Allowance rates. The programme parameters would be in line with the existing Cheyne leasing programme. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	No service specific consultation required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	<a href="#">An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop. Link: <a href="https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a></a>	7,366	(136)	(331)	(312)	(203)	(57)					(1,040)		
H7	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal involves the delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. The council has approved the investment of £1m, of which £0.25m is already committed. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	<a href="#">An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop. Link: <a href="https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a></a>	7,366	0	0	0	(31)	(32)					(63)		
H8	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal involves the delivery of 250 homes across 3 schemes. Units will be funded through HRA borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	<a href="#">An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop. Link: <a href="https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://www.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a></a>	7,366	0	0	0	(173)	(350)					(524)		
H9	Housing	A pleasant, well maintained borough that we protect and invest in	The proposal involves the delivery of 40 affordable homes on one or more car park sites. All car parks will remain in operation. Units will be built on podium developments atop of existing car park facilities. The development is proposed to be privately funded by an investment fund and air space leased on a peppercorn rent. Units will be leased back to the council and ownership of units reverting to the council at the expiration of a long-term lease. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction.	<a href="#">An equality impact assessment HAS been completed. This will kept under review as the specific proposals develop.</a>	7,366	0	0	0	(27)	(56)					(82)		
<b>Overall Savings</b>										<b>(2,836)</b>	<b>0</b>	<b>(1,866)</b>	<b>0</b>	<b>(1,518)</b>	<b>0</b>	<b>(1,640)</b>	<b>0</b>	<b>(913)</b>	<b>0</b>	<b>(8,773)</b>

**Children, Education & Safeguarding**

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



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

Environment																		
New Line Ref	Theme	Corporate Plan Outcome	Description of Saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2021/22		2022/23		2023/24		2024/25		Total Savings (all years)
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£,000	FTE	£,000	FTE	£,000	FTE	£,000	FTE		
ENV1	Environment	A pleasant, well maintained borough that we protect and invest in	Chargeable garden waste collections: delivery of savings through the introduction of charges for this non-statutory service, which will encourage more residents to compost at home and will reduce collection costs and vehicle emissions.	Public Consultation was undertaken 10 October to 22 November 2019. <a href="https://engage.barnet.gov.uk/garden-waste-charging-2019">https://engage.barnet.gov.uk/garden-waste-charging-2019</a>	This saving requires a change to service delivery.	Negative effect on satisfaction in the short term, however charging for garden waste collections is increasingly common and residents will be provided information on alternatives for dealing with garden waste.	An equalities impact assessment analysis (EqIA) has been undertaken and was taken to Environment Committee January 2020. <a href="https://barnet.moderngov.co.uk/eListDocuments.aspx?CID=695&amp;Mid=9909&amp;Ver=4">https://barnet.moderngov.co.uk/eListDocuments.aspx?CID=695&amp;Mid=9909&amp;Ver=4</a> The EqIA indicates that overall there is a potential minimal negative impact on the following specific protected characteristics - age and disability. In addition, there is a potential minimal negative impact depending on the ward in which a resident lives and on their employment status. These will be kept under review as proposals are developed. The EqIA is saved on the Council's Equality Impact Assessments 2019/20 page <a href="https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a>	6,513	(800)	0	0	0	0	0	0	0	(800)	
ENV2	Environment	A pleasant, well maintained borough that we protect and invest in	Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts).	No service specific consultation is required. However it will be necessary under section 115G of the Highways Act 1980 to publish and service statutory notices and consider any representation made prior to deciding whether to grant permission for the advertising structure.	Some of the service is currently outsourced and there is no anticipated impact on delivery of those elements, however this includes expansion of advertising that does not currently exist, therefore this will be managed as an expansion rather than new service.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	An initial equalities impact assessment has been completed and taken to Environment Committee (4th June 2019) <a href="https://barnet.moderngov.co.uk/eListDocuments.aspx?CID=695&amp;Mid=9906&amp;Ver=4">https://barnet.moderngov.co.uk/eListDocuments.aspx?CID=695&amp;Mid=9906&amp;Ver=4</a> Minimal impact on service users has been identified. The EqIA is saved on the Council's Equality Impact Assessments 2019/20 page <a href="https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a>	(390)	(100)	(150)	(200)	(250)	0	0	0	(700)		
ENV3	Environment	A pleasant, well maintained borough that we protect and invest in	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money.	No service specific consultation is required; as the project will still provide street lighting in compliance with the current code of practice, for lighting the highway, and all lamp columns remain in the same location.	The service is currently outsourced and there is no anticipated impact on delivery as the existing Service Provider will increase resources to deliver this Project and the Council's existing Client Team will monitor the Project delivery.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money. Also it is expected that Residents will feel that the lighting has been improved as this is generally the perception of moving to the use of a white light source for street lighting.	An Initial Equalities Impact Assessment has been completed and no adverse impacts have been identified for service users and staff. The Initial Equalities Impact Assessment was taken to Environment Committee November 2019 <a href="https://barnet.moderngov.co.uk/eListDocuments.aspx?CID=695&amp;Mid=9908&amp;Ver=4">https://barnet.moderngov.co.uk/eListDocuments.aspx?CID=695&amp;Mid=9908&amp;Ver=4</a> It should be noted that it is intended to update this initial Assessment once the design process has been completed as it is not possible to fully assess the potential impacts until this is completed. The EqIA is saved on the Council's Equality Impact Assessments 2019/20 page <a href="https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments">https://admin.barnet.gov.uk/your-council/policies-plans-and-performance/equality-and-diversity/equality-impact-assessments</a>	6,323	(600)	0	0	0	0	0	0	(600)		
ENV4	Environment	A pleasant, well maintained borough that we protect and invest in	Smart Cities: Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.	Service specific consultation will be undertaken if required.	This would involve the provision of a new service(s), which is likely to be outsourced.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council is providing a valuable new service and providing value for money.	An initial programme equalities impact assessment will be produced as the specific proposals develop.	6,323	(50)	(650)	(700)	(250)	0	0	0	(1,650)		
ENV5	Environment	A pleasant, well maintained borough that we protect and invest in	Parking: A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	Service specific consultation will be undertaken if required.	This saving requires a change to service delivery.	This saving is not anticipated to have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	The need for an equality impact assessment will be kept under review as the specific proposals develop and carried out if required.	(4,800)	(2,600)	(750)	0	0	0	0	0	(3,350)		
ENV6	Environment	A pleasant, well maintained borough that we protect and invest in	Savings from Fixed Penalty Notice littering contract.	No service specific consultation is required. There is no change to current service / contract.	The service is currently outsourced and there is no anticipated impact on delivery.	This contribution is not anticipated to have an adverse impact on customer satisfaction as it is being taken to tackle the littering and wastefully tipping that has been a consistent priority for residents in the RPS. Recycling the monies paid for FPNs may enhance perception that the Council provides value for money as it reinforces the 'polluter pays' approach to managing littering and waste enforcement for fly tipping.	This just a back office change and there be no impact on any protected characteristics	(87)	(76)	0	0	0	0	0	0	(76)		
<b>Overall Savings</b>								<b>13,882</b>	<b>(4,226)</b>	<b>(1,550)</b>	<b>(900)</b>	<b>(500)</b>	<b>0</b>	<b>0</b>	<b>(7,176)</b>			

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

**Public Health**

New Line Ref	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment		Budget										Total savings (All years)	
						2019/20	2020/21	2021/22	2022/23	2023/24	2024/25						
				Impact on Service Delivery	Equalities Impact	£000	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000		FTE
PH1	Our residents live happy, healthy, independent lives with the most vulnerable protected	Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns	None	No significant impact	None identified							(100)					(100)
PH2	Our residents live happy, healthy, independent lives with the most vulnerable protected	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									(143)			(143)
PH3	Our residents live happy, healthy, independent lives with the most vulnerable protected	Health Checks - Reconfiguration of health checks 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)
PH4	Our residents live happy, healthy, independent lives with the most vulnerable protected	Sexual Heath Services - London-wide sexual health transformation including on line testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention .  The Delegated Powers Report can be found here: <a href="https://barnet.moderngov.co.uk/documents/s51443/Delegated%20Powers%20Report%20-Sexual%20Health%20service.pdf">https://barnet.moderngov.co.uk/documents/s51443/Delegated%20Powers%20Report%20-Sexual%20Health%20service.pdf</a>	London-wide service transformation included service users focus groups that were used to inform service redesign  One to one engagement will be conducted on a case by case basis to ensure patients are happy to have online testing.	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. One to one engagement will be conducted on a case by case basis to ensure patients are happy to have online testing.		(100)		(310)		(250)		(100)				(760)
PH5	Our residents live happy, healthy, independent lives with the most vulnerable protected	Healthy Child Programme - redesigning support for teenage parents.	Redesigning support for teenage parents up to the age of 20, before their child is 2-year-old, resulting in stopping Family Nurse Partnership Programme and replacing it with The Maternal Early Childhood Sustained Home visiting.	Transformational change was project managed to minimise impact on service continuity by both the provider and commissioner. The service has introduced Maternal Early Childhood Sustained Home Visits (MECSH) and also additional health visiting contacts. Service users have been kept fully informed of the changes and have been accepting of the changes. Stakeholders have been informed and alternative referral routes explained.	An equality impact assessment was carried out in redesign phase and reviewed following consultation. The proposal impacts on women, those under 20 years and those who are pregnant and in receipt of maternity services to a greater extent than other protected groups. The proposal is deemed to be more cost effective and of a lesser intensity, with a more targeted alternative services called MECSH and additional health visitor contact where specific needs are identified. The EqIA is published here: <a href="http://admin.barnet.gov.uk/sites/default/files/fnp_equalities_impact_assessment.pdf">http://admin.barnet.gov.uk/sites/default/files/fnp_equalities_impact_assessment.pdf</a>		(324)						(59)				(383)
<b>Overall Savings</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>0</b>	<b>0</b>	<b>(1,436)</b>

## Appendix F - HRA Business Plan – January 2020

### 1. Introduction

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

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

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

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

### 2. Executive Summary

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

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

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

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

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

### **3. National Policy Framework**

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

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

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

#### **Corporate Priorities**

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

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

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

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

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

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

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

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

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

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

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

#### **Fire safety**

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

## Estate Regeneration

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

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

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

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

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

In response to resident requests for improved investment into the block and their individual homes, Barnet Homes is undertaking a wide range of remedial work to improve the safety and built environment of Marsh Drive. However, it became apparent that a number of homes within the block had fallen well below the standard residents



should expect. In addition, Cadent have recommended that a range of precautionary measures be put in place within the block to enhance safety to the gas supply.

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

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

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

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

### New Build Programme

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

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

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

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

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

### **Acquisitions Programme**

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

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

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

## **6. Increasing the supply of housing to help tackle homelessness**

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

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

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

## **7. Investment in new homes for vulnerable people**

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

## **Extra Care housing**

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

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

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

## **Wheelchair housing**

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

## **8. Efficient and Effective Services**

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

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

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

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

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

### **Trickle Transfer**

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

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

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

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

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

## 9. Right to Buy Receipts

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

## 10. HRA 30 Year Business Plan

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

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

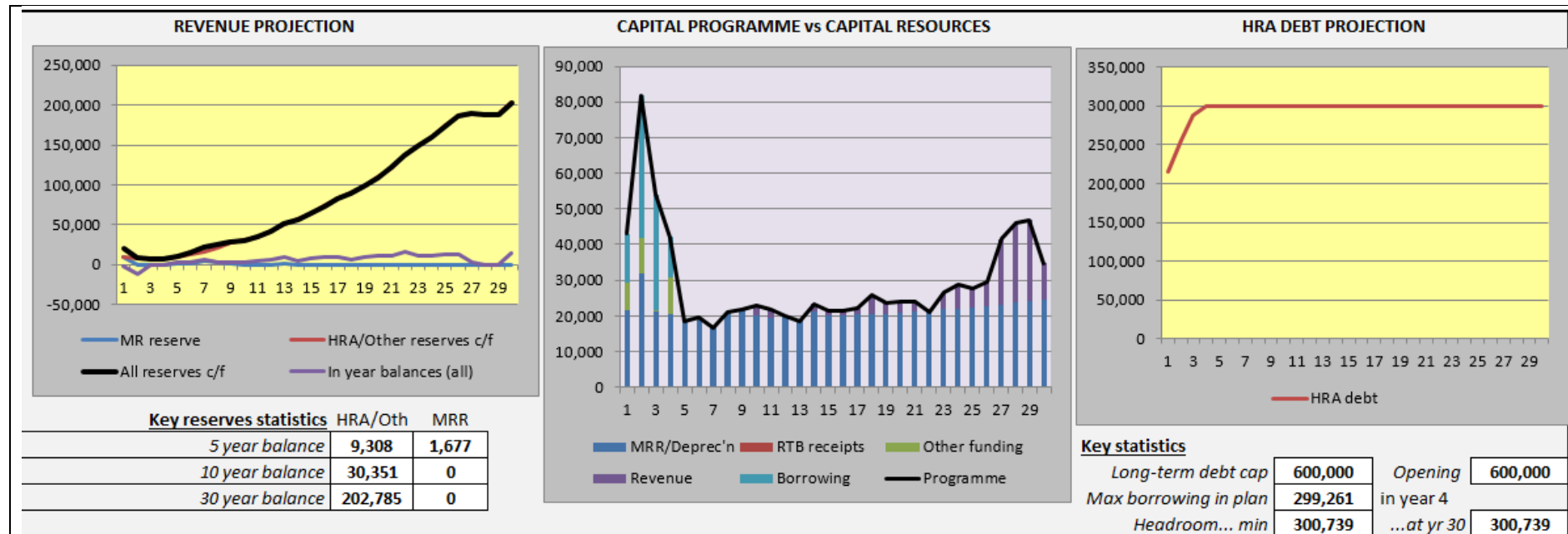
The second scenario at Appendix B sets out how 250 new build properties can be delivered in the next 6 years along with some £35.6m of investment over the next 3 years in homes at Dollis Valley and Grahame Park.

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

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

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

## Appendix A - HRA Business Plan – Baseline Model

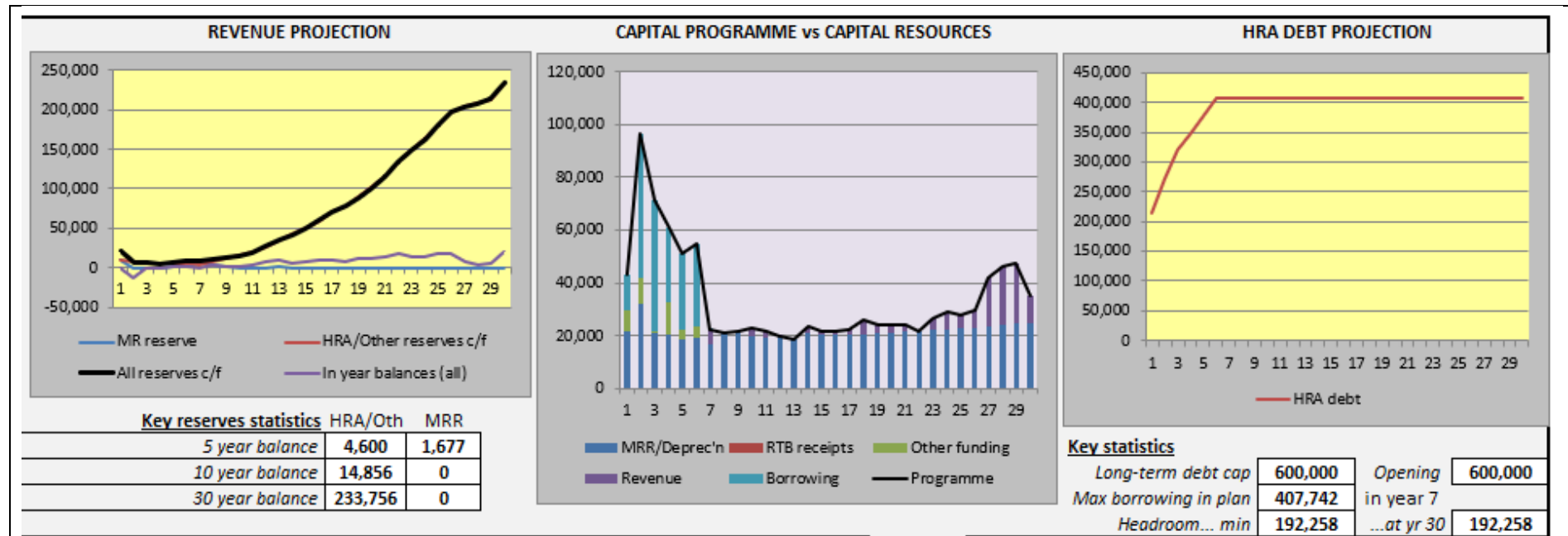


### Assumptions

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

**Base position shows sustainable HRA over 30 life of business plan**

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



### Assumptions

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

**Shows sustainable HRA over 30 life of business plan**

## Appendix C- Proposed HRA Capital Programme to 2024

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

\*Subject to capital bids



## **Appendix D – Trickle Transfer**

### **Overview**

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

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

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

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

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

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

### **New Affordable Homes**

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

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

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

### London Affordable Rents

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

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

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

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

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

### Financial model

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

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

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

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

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

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

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

## **Legal**

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

## **Risks**

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

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

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

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

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

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

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

## **Equalities**

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

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

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

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

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

**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Adult Social Care	Residential and Nursing Care (1) *	Social Care	Standard Charge persons aged 60+		£138.10	£142.35	£4.25	3.08%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Residential and Nursing Care (1) *	Social Care	Standard Charge persons aged 25-59		£81.75	£82.75	£1.00	1.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Residential and Nursing Care (1) *	Social Care	Standard Charge persons aged 18-25		£66.55	£67.55	£1.00	1.50%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Respite Care (All client groups) (2)	Social Care	Residential Respite (per week)		£101.05	£104.30	£3.25	3.22%	Are set at the same time as contribution/allowance updates, Jan/Feb each year	
Adult Social Care	Fairer Contributions charge rate	Community Services	The rate charged for Community Services	Hourly	£15.28	£17.00	£1.72	11.26%	Increase in the maximum charge rate for community services to reflect the higher hourly rate the Council pays for delivery of homecare.	The current average homecare hourly rate is £18.06
Adult Social Care	Charges for arranging care for people above the capital/savings threshold	All Placement Areas	One-off arrangement fee for new care packages / placements	One-off charge	£0.00	£300.00	£300.00		Charges for arranging care for people above the capital/savings threshold	
Adult Social Care	Other Community Support Services (4) ** Assessed in accordance with charging policy for community based services	Social Care	Community Support Services		Up to full cost	Up to full cost	n/a	n/a		
Adult Social Care	Clients' access to files	Social Care	Statutory charge		£15.00	£15.00	£0.00	0.00%		
Adult Social Care	Charges for arranging care for people above capital/savings threshold	Social Care	Standard hourly brokerage charge		£22.93	£23.62	£0.69	3.01%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Adult Social Care		Social Care	Standard hourly administrative charge		£14.31	£14.74	£0.43	3.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Standard hourly administrative and processing charge		£18.27	£18.82	£0.55	3.01%	The interest rate for deferred payments was set at 1% from 1 April 2016. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer.	
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Standard legal hourly charge		£52.29	£52.29	£0.00	0.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Non- standard legal hourly charge e.g. debt recovery		£71.59	£71.59	£0.00	0.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Land Registry Fees		£26.00	£26.00	£0.00	0.00%		
Adult Social Care	Charges for Universal Deferred Payments	Social Care	Property Valuation Fees		£250.00	£250.00	£0.00	0.00%		



Fees and Charges 2020/21

Department: Assurance  
 Area: Governance Service

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

**Fees and Charges 2020/21**

Department: **Assurance**  
 Area: **Community Safety**

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

**Fees and Charges 2020/21**

Department:

**Estates**

Area:

**Hendon Town Hall Parties, Fairs and Events**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Council Chamber	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Mon-Fri full day	13hrs (8am to 9pm)	£600.00	£845.00	£245.00	40.83%		
Council Chamber	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£750.00	£845.00	£95.00	12.67%		
Council Chamber	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Sunday full day	13hrs (8am to 9pm)	£900.00	£900.00	£0.00	0.00%		
Committee rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Mon-Fri full day	13hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Committee rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£600.00	£690.00	£90.00	15.00%		
Committee rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Sunday full day	13hrs (8am to 9pm)	£750.00	£860.00	£110.00	14.67%		
Heritage rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Mon-Fri full day	13hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£600.00	£600.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Sunday full day	13hrs (8am to 9pm)	£750.00	£750.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Saturday full day	13hrs (8am to 9pm)	£300.00	£300.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Hendon Town Hall	Sunday full day	13hrs (8am to 9pm)	£350.00	£350.00	£0.00	0.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Mon-Fri half day	6.5 hrs (8am to 9pm)	£300.00	£360.00	£60.00	20.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Saturday half day	6.5 hrs (8am to 9pm)	£375.00	£420.00	£45.00	12.00%		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Sunday half day	6.5 hrs (8am to 9pm)	£450.00	£450.00	£0.00	0.00%		
Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Mon-Fri half day	6.5 hrs (8am to 9pm)	£225.00	£375.00	£150.00	66.67%		
Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Saturday half day	6.5 hrs (8am to 9pm)	£300.00	£430.00	£130.00	43.33%		
Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Sunday half day	6.5 hrs (8am to 9pm)	£375.00	£500.00	£125.00	33.33%		
Heritage rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Mon-Fri half day	6.5 hrs (8am to 9pm)	£225.00	£225.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Saturday half day	6.5 hrs (8am to 9pm)	£300.00	£300.00	£0.00	0.00%		
Heritage rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Sunday half day	6.5 hrs (8am to 9pm)	£375.00	£375.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Mon-Fri half day	6.5 hrs (8am to 9pm)	£125.00	£125.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Saturday half day	6.5 hrs (8am to 9pm)	£150.00	£150.00	£0.00	0.00%		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Hendon Town Hall	Sunday half day	6.5 hrs (8am to 9pm)	£175.00	£185.00	£10.00	5.71%		

**Fees and Charges 2020/21**

Department:

**Estates**

Area:

**Colindale Offices**

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

**Fees and Charges 2020/21**

Department:

**Estates**

Area:

**Colindale Offices**

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

**Fees and Charges 2020/21**

Department:

**Estates**

Area:

**Colindale Offices**

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Whole Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£110.00	£110.00		New	
Large Section of Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£80.00	£80.00		New	
Small Section of Conference Room	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£35.00	£35.00		New	
Meeting Room 1	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£17.00	£17.00		New	
Meeting Room 2	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£10.00	£10.00		New	
Meeting Room 3	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£14.00	£14.00		New	
Entire Facility	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Colindale Offices	Half Day Registered Charity	6.5 hrs (8am to 9pm)		£200.00	£200.00		New	



**Fees and Charges 2020/21**

Department:	<b>Growth and Corporate Services</b>
Area:	<b>Births Deaths and Marriages</b>

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Certificates from archived registers		Standard Birth, Death, Marriage and civil partnership certificate	per certificate	£ 15.00	£ 15.00	£ -	0.00%	Statutory Cert £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%		£0.00
			Standard Birth Death Marriage or Civil Partnership certificates (at registration)	per certificate	£ 4.00	£ 4.00	£ -	0.00%		£0.00
			Standard Birth Death Marriage or Civil Partnership certificates (after registration)	per certificate	£ 7.00	£ 7.00	£ -	0.00%		£0.00
	Notice of marriage and civil partnership		British and EU national	Per notice	£ 35.00	£ 35.00	£ -	0.00%		£0.00
			If referred for immigration purposes	Per notice	£ 47.00	£ 47.00	£ -	0.00%		£0.00
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Heritage Room	Administration fee for change of date or time	Per Ceremony	£ 20.85	£ 20.85	£ -	0.00%	Discretionary Fee	
			Mondays to Thursdays (before 4pm)	Per Ceremony	£ 165.00	£ 165.00	£ -	0.00%	Discretionary fee	
			Saturday (before 4pm)	Per Ceremony	£ 280.00	£ 280.00	£ -	0.00%	Discretionary fee	
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£ 359.00	£ 359.00	£ -	0.00%	Discretionary fee	
			Special Offer (last Sunday of the month)	Per Ceremony	£ -	£ -	£ -			£0.00
			Monday to Thursday (after 4 pm)	Per Ceremony	£ 360.00	£ 360.00	£ -	0.00%	Discretionary fee	
			Friday (after 4 pm)	Per Ceremony	£ 360.00	£ 360.00	£ -	0.00%	Discretionary fee	
			Saturday – (after 4pm)	Per Ceremony	£ 397.00	£ 397.00	£ -	0.00%	Discretionary fee	
			Sundays and Public Holidays – (after 4pm)	Per Ceremony	£ 497.00	£ 497.00	£ -	0.00%	Discretionary fee	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Committee Room 1&2	Mondays to Thursdays (before 4pm)	Per Ceremony	£ 220.00	£ 220.00	£ -	0.00%		£0.00
			Friday (before 4pm)	Per Ceremony	£ 249.00	£ 249.00	£ -	0.00%		£0.00
			Saturday (before 4pm)	Per Ceremony	£ 330.00	£ 330.00	£ -	0.00%		£0.00
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£ 420.00	£ 420.00	£ -	0.00%		£0.00
			Monday to Friday (after 4 pm)	Per Ceremony	£ 425.00	£ 425.00	£ -	0.00%		£0.00
			Saturday (after 4pm)	Per Ceremony	£ 522.00	£ 522.00	£ -	0.00%		£0.00
			Sundays and Public Holidays (after 4pm)	Per Ceremony	£ 626.00	£ 626.00	£ -	0.00%		£0.00
	Marriage, Renewal of Vows, Civil Partnership and Baby Naming Ceremonies at an approved premise in the London Borough of Barnet		Non-refundable booking fee	Per Ceremony	£ 51.75	£ 51.75	£ -	0.00%		£0.00
			Wedding in a registered building (e.g. church)	Per Ceremony	£ 88.00	£ 88.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (before 4pm)	Per Ceremony	£ 366.00	£ 366.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (before 4pm)	Per Ceremony	£ 400.00	£ 400.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (before 4pm)	Per Ceremony	£ 497.00	£ 497.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (after 4pm)	Per Ceremony	£ 447.00	£ 447.00	£ -	0.00%		£0.00

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (after 4pm)	Per Ceremony	£ 547.00	£ 547.00	£ -	0.00%		£0.00
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (after 4pm)	Per Ceremony	£ 657.00	£ 657.00	£ -	0.00%		£0.00
	Naming Ceremonies – all venues		Administration fee for change of date or time	Per Ceremony	£ 20.75	£ 20.75	£ -	0.00%		£0.00
			Monday to Sunday and including Bank Holidays – normal hours	Per Ceremony	£160.00 (£50 deposit)	£160.00 (£50 deposit)				£0.00
	Late Arrival Fees		Late arrival fee at the Register Office	Per Ceremony	£ 26.00	£ 26.00	£ -	0.00%		£0.00
			Late arrival fee at an approved premise in Barnet	Per Ceremony	£ 52.00	£ 52.00	£ -	0.00%		£0.00
	Nationality and Settlement Checking Service NCS/SCS		NCS Adult application (Mon -Fri)	Per Adult	£ 60.00	£ 60.00	£ -	0.00%		£0.00
			NCS Child application (Mon-Fri)	Per Child	£ 40.00	£ 40.00	£ -	0.00%		£0.00
			NCS Adult application (Sat & Sun)	Per Adult	£ 75.00	£ 75.00	£ -	0.00%		£0.00
			NCS Child application (Sat & Sun)	Per Child	£ 50.00	£ 50.00	£ -	0.00%		£0.00
			SCS Adult application (Mon -Fri)	Per Adult	£ 100.00	£ 100.00	£ -	0.00%		£0.00
			SCS Child application (Mon-Fri)	Per Child	£ 30.00	£ 30.00	£ -	0.00%		£0.00
			Private citizenship ceremony at Hendon Town Hall	Per Ceremony	£ 110.00	£ 110.00	£ -	0.00%		£0.00
	European Passport Return Service		European Passport Return Service (Permanent Residence & Qualifying Person) including secure postage up to 5kg (Mon-Fri)	Per Package	£ 26.00	£ 26.00	£ -	0.00%		£0.00
			Saturday	Per Package	£ 36.50	£ 36.50	£ -	0.00%		£0.00

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
			Sunday	Per Package	£ 41.75	£ 41.75	£ -	0.00%		£0.00
			Additional Postage fee for supporting documents - 5-10kg	Per Package	£ 28.00	£ 28.00	£ -	0.00%		£0.00
			Additional Postage fee for supporting documents - 10-20kg	Per Package	£ 43.50	£ 43.50	£ -	0.00%		£0.00

**Fees and Charges 2020/21**

Department: **Re**  
 Area: **Environmental health and Cem and Crem**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 8 Housing Reports	Environmental Health	Inspection of single occupied dwelling and provision of inspection report e.g. HHSRS inspection to meet visa requirements or on a consultancy basis	Each	£244 plus hourly rate up to £87.14 for revisits and/or additional advice	£248 plus hourly rate of up to £78 for revisits and/or additional advice	£4.00	1.64%		
Re	EH 10 Housing Reports	Environmental Health	Fire risk assessment for standard HMO	Each	Up to £605 for a standard HMO plus hourly rate up to £87.14 for revisits and/or additional advice.	£617 for a standard HMO plus hourly rate of up to £78 for revisits and/or additional advice	£12.00	1.98%		
Re	EH 11 Housing Act	Environmental Health	Waiver of fee for notices i.e. Improvement Notice , Suspended Improvement Order, Prohibition Order, Emergency Prohibition Order, Suspended Prohibition Order, Emergency Remedial Action excluding the cost of all /any works completed/certificates obtained.	Each	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	N/A	N/A		
Re	EH 12 Housing Act	Environmental Health	Service of an Improvement Notice	Each	£503.00	£510.00	£7.00	1.39%		
Re	EH 13 Housing Act	Environmental Health	Service of a Suspended Improvement Notice	Each	£503.00	£510.00	£7.00	1.39%		
Re	EH 14 Housing Act	Environmental Health	Service of a Prohibition Order	Each	£431.00	£435.00	£4.00	0.93%		
Re	EH 15 Housing Act	Environmental Health	Service of a Suspended Prohibition Order	Each	£431.00	£435.00	£4.00	0.93%		
Re	EH 16 Housing Act	Environmental Health	Service of an Emergency Prohibition Order	Each	£431.00	£435.00	£4.00	0.93%		
Re	EH 17 Housing Act	Environmental Health	Service of a Demolition Order	Each	Cost of administration and works.	Cost of administration and works.	N/A	N/A		
Re	EH 18 Housing Act	Environmental Health	Taking Emergency Remedial Action	Each	£432 plus the cost of work	£437.00	£5.00	1.16%		
Re	EH 19 Housing Act	Environmental Health	Add on fee to notice/order cost if electrical certificate is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs.	N/A	N/A		
Re	EH 20 Housing Act	Environmental Health	Add on fee to notice/order cost if a gas certificate is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs.	N/A	N/A		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 21 Housing Act	Environmental Health	Add on fee to notice/order cost if legal advice is obtained e.g. to interpret leasehold/freehold responsibilities	Each	Actual cost plus administration costs.	Actual cost plus administration costs.	N/A	N/A		
Re	EH 22 Housing Act	Environmental Health	Add on fee to notice/order cost if a structural engineers report is obtained	Each	Actual cost plus administration costs.	Actual cost plus administration costs.	N/A	N/A		
Re	EH 23 Housing Act	Environmental Health	Copying grant files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.	£0.00	0.00%		
Re	EH 24 Housing Act	Environmental Health	Review of Suspended Prohibition Order	Each	£323.00	£324.00	£1.00	0.31%		
Re	EH 25 Housing Act	Environmental Health	Review of Suspended Improvement Notice	Each	£321.00	£319.00	-£2.00	-0.62%		
Re	EH 26 Housing Act	Environmental Health	Hazard Awareness Notice	Each	£296.00	£342.00	£46.00	15.54%	The original charges were worked out at the outset of the scheme and before we had a great deal of experience operating it. When we reviewed the calculation this year we discover that a number of costs that had not been accounted for. We have rebuilt the cost model to include the full cost of operating the service.	
Re	EH 27 Housing Act	Environmental Health	Copying enforcement files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.	£0.00	0.00%		
Re	EH 28 Mandatory HMO Licensing	Environmental Health	New Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,233.00	£1,386.00	£153.00	12.41%		Adjustment to fees and charges to reflect full cost recovery.
			Fee 1	£595.00	£640.00					
			Fee 2	£638.00	£746.00					
Re	EH 29 Mandatory HMO Licensing	Environmental Health	Assisted New Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,314.00	£1,477.00	£163.00	12.40%		Adjustment to fees and charges to reflect full cost recovery.
			Fee 1	£692.00	£747.00					
			Fee 2	£622.00	£730.00					
Re	EH 30 Mandatory HMO Licensing	Environmental Health	New Licence fee up to 5 units of accommodation (on-line application - when available) for 5 years	Per HMO (F1+F2)	£1,182.00	£1,247.00	£65.00	5.50%		Adjustment to fees and charges to reflect full cost recovery.
			Fee 1	£546.00	£576.00					
			Fee 2	£636.00	£671.00					
Re	EH 31 Mandatory HMO Licensing	Environmental Health	Assisted New Licence fee up to 5 units of accommodation (online application- when	Per HMO (F1+F2)	£1,282.00	£1,330.00	£48.00	3.74%		Adjustment to fees and charges to reflect full cost recovery.
			Fee 1	£646.00	£675.00					
			Fee 2	£636.00	£655.00					
Re	EH 32 Mandatory HMO Licensing	Environmental Health	New HMO Licensing Fee for a 1 year licence (paper application)	Per HMO (F1+F2)	£783.00	£834.00	£51.00	6.51%		Adjustment to fees and charges to reflect full cost recovery.
			Fee 1	£580.00	£625.00					
			Fee 2	£203.00	£209.00					
Re	EH 33 Mandatory	Environmental	New HMO Licensing Assisted fee for a 1 year	Per HMO (F1+F2)	£895.00	£969.00	£74.00	8.27%		Adjustment to fees and charges to reflect full cost

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HMO Licensing	Health	Assisted fee for a 1 year licence (paper application)	Fee 1	£692.00	£760.00	£68.00	9.83%		Charges to reflect full cost recovery.
				Fee 2	£203.00	£209.00	£6.00	2.96%		
Re	EH 34 Mandatory HMO Licensing	Environmental Health	New HMO Licensing Fee for a 1 year licence (on line application)	Per HMO (F1+F2)	£749.00	£772.00	£23.00	3.07%		Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£546.00	£563.00				
				Fee 2	£203.00	£209.00				
Re	EH 35 Mandatory HMO Licensing	Environmental Health	New HMO Licensing Assisted fee for a 1 year licence (on line application)	Per HMO (F1+F2)	£849.00	£890.00	£41.00	4.83%		Adjustment to fees and charges to reflect full cost recovery.
				Fee 1	£646.00	£681.00				
				Fee 2	£203.00	£209.00				
Re	EH 36 Mandatory HMO Licensing	Environmental Health	Discount for accredited landlords	Per HMO	£0.10	£0.10	£0.00	0.00%		
Re	EH 37 Mandatory HMO Licensing	Environmental Health	Discount for registered charities	Per HMO	£0.10	£0.10	£0.00	0.00%		
Re	EH 38 Mandatory HMO Licensing	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO (F1+F2)	£1,028.00	£1,220.00	£192.00	18.68%		
				Fee 1	£406.00	£474.00				
				Fee 2	£622.00	£746.00				
Re	EH 39 Mandatory HMO Licensing	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 5 years	Per HMO (F1+F2)	£1,066.00	£1,266.00	£200.00	18.76%		
				Fee 1	£444.00	£520.00				
				Fee 2	£622.00	£746.00				
Re	EH 40 Mandatory HMO Licensing	Environmental Health	Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO (F1+F2)	£1,007.00	£1,098.00	£91.00	9.04%		
				Fee 1	£371.00	£427.00				
				Fee 2	£636.00	£671.00				
Re	EH 41 Mandatory HMO Licensing	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (on-line application, when introduced)for 5 years	Per HMO (F1+F2)	£1,045.00	£1,140.00	£95.00	9.09%		
				Fee 1	£409.00	£467.00				
				Fee 2	£636.00	£673.00				
Re	EH 42 Mandatory HMO Licensing	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO (F1+F2)	£609.00	£802.00	£193.00	31.69%		
				Fee 1	£406.00	£475.00				
				Fee 2	£203.00	£327.00				
Re	EH 43 Mandatory HMO Licensing	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 1 year	Per HMO (F1+F2)	£647.00	£850.00	£203.00	31.38%		
				Fee 1	£444.00	£520.00				
				Fee 2	£203.00	£330.00				
Re	EH 44 Mandatory HMO Licensing	Environmental Health	HMO Licensing Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO (F1+F2)	£574.00	£637.00	£63.00	10.98%		
				Fee 1	£371.00	£428.00				
				Fee 2	£203.00	£209.00				
Re	EH 45 Mandatory HMO Licensing	Environmental Health	HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO (F1+F2)	£612.00	£676.00	£64.00	10.46%		
				Fee 1	£409.00	£467.00				
				Fee 2	£203.00	£209.00				
Re	EH 46 Mandatory HMO Licensing	Environmental Health	Fee associated with an abortive visit	Per HMO	£75.00	£77.50	£2.50	3.33%		
Re	EH 47 Mandatory HMO Licensing	Environmental Health	Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	£26.00	£26.50	£0.50	1.92%		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 48 Mandatory HMO Licensing	Environmental Health	Licence holder changing nominated manager	Per request	£0.00	£0.00	£0.00	0.00%		
Re	EH 49 Mandatory HMO Licensing	Environmental Health	Change in Licence holder	Per request	£0.00	£0.00	£0.00	0.00%		
Re	EH 50 Mandatory HMO Licensing	Environmental Health	Recovery fee for dishonoured cheque	Each	£52.00	£53.90	£1.90	3.65%		
Re	EH 51 Mandatory HMO Licensing	Environmental Health	HMO Licensing pre inspection refund (to cover preliminary administration costs)	Each licence			£2.00	3.51%		
Re	EH 52 Mandatory HMO Licensing	Environmental Health	HMO Licensing post inspection, where no paperwork is drafted refund (to cover preliminary administration costs and inspecting officer costs)	Each licence		£282.00	£10.00	3.68%		
Re	EH 53 Mandatory HMO Licensing	Environmental Health	HMO Licensing post inspection refund when the property is found not to be licensable (to cover preliminary administration costs and inspection)	Each licence		£170.00	£6.00	3.66%		
Re	EH 54 Mandatory HMO Licensing	Environmental Health	Refund clarification for revocations	Each licence			N/A	N/A		
Re	EH 55 Mandatory HMO Licensing	Environmental Health	HMO Licensing additional fee for failure to pay 2nd HMO licensing fee within 48 hours of request	Each licence	£15 on top of Fee 2	£15.50	£0.50	3.33%		
<b>Food, Health &amp; Safety</b>										
Re	EH 56 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Per person	Per person	£72.73	£72.00	-£0.73	-1.00%		
Re	EH 57 Food Safety Courses	Food, Health and Safety	Level 3 Award in Food Safety - Supervising food safety in catering,	Per person	£355.00	£355.00	£0.00	0.00%		
Re	EH 58 Food Safety Courses	Food, Health and Safety	Level 3 Award in Food Safety - Supervising food safety in catering, - Block bookings by organisations	Per session	price on request	price on request	N/A	N/A		
Re	EH 59 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Council Services	Per person	£60.00	£62.00	£2.00	3.33%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 60 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - examination resit	Per person	£35.00	£35.00	£0.00	0.00%		
Re	EH 61 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Refresher - Per person	Per person	£55.00	£55.00	£0.00	0.00%		
Re	EH 62 Food Safety Courses	Food, Health and Safety	Level 2 Award in Food Safety - Group Courses - Block Bookings)	Per session	price on request	price on request	N/A	N/A		
Re	EH 63 Food Safety Courses	Food, Health and Safety	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)	Per person/session as applicable	30% of course fee	30% of course fee	N/A	N/A		
Re	EH 64 Food Safety Courses	Food, Health and Safety	Level 1 Award in Food Safety	Per person	£50.00	£50.00	£0.00	0.00%		
Re	EH 65 Food Safety Courses	Food, Health and Safety	Food Allergen training	Per person	£25.00	£25.00	£0.00	0.00%		
Re	EH 66 Food Safety Courses	Food, Health and Safety	Level 1 Award in Food Safety - block bookings	per course	price on request	price on request	N/A	N/A		
Re	EH 67 Food Safety Courses	Food, Health and Safety	Food Allergen training courses - block bookings	per course	price on request	price on request	N/A	N/A		
Re	EH 68 Health and Safety at Work Courses	Food, Health and Safety	Health & Safety at Work Courses	Per person	£72.00	£72.00	£0.00	0.00%		
Re	EH 69 Health and Safety at Work Courses	Food, Health and Safety	Health & Safety at Work Courses	Registered Charities	£72.00	£72.00	£0.00	0.00%		
Re	EH 70 Health and Safety at Work Courses	Food, Health and Safety	Health & Safety at Work Courses	Council Services	£60.00	£62.00	£2.00	3.33%		
Re	EH 71 Health and Safety at Work Courses	Food, Health and Safety	Level 2 Certificate in Health and Safety Group Courses - Block Bookings	Per session	price on request	price on request	N/A	N/A		
Re	EH 72 Health and Safety at Work Courses	Food, Health and Safety	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)	Per course	30% of course fee	30% of course fee	N/A	N/A		
Re	EH 73 Miscellaneous Food Business Charges	Food, Health and Safety	Safer Food Better Business (SFBB) Pack (Sent by post)	Each	£18.50	£18.50	£0.00	0.00%		
Re	EH 74 Miscellaneous Food Business Charges	Food, Health and Safety	Safer Food Better Business (SFBB) Pack (Collected )	Each	£15.00	£15.00	£0.00	0.00%		
Re	EH 75 Miscellaneous Food Business Charges	Food, Health and Safety	Safer Food Better Business diary	Each	£0.00	£10.00	£10.00	New Charge 0		New fee for an item there is demand for by LBB businesses
Re	EH 76 Miscellaneous Food Business Charges	Food, Health and Safety	Requested Food Hygiene Rating Scheme Re-rating Inspection	Per inspection	£185.00	£240.00	£55.00	29.73%		increase in fee to ensure full cost recovery

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 77 Miscellaneous Food Business Charges	Food, Health and Safety	Unsound Food (Business and Commercial premises) - collection and disposal	Per seizure/voluntary surrender	Actual cost of disposal + 30% transport and admin fee	Actual cost of disposal + 30% transport and admin fee	N/A	N/A		
Re	EH 78 Miscellaneous Food Business Charges	Food, Health and Safety	Food Export Certificates	Per certificate	Actual cost of officer time at officer hourly rate (minimum 1 hour)	Actual cost of officer time at officer hourly rate (minimum 1 hour)	N/A	N/A		
Re	EH 79 Miscellaneous Food Business Charges	Food, Health and Safety	Expenses arising from additional official controls	Hourly rate	Actual cost of officer time at officer hourly rate (minimum 1 hour)	Actual cost of officer time at officer hourly rate (minimum 1 hour)	N/A	N/A		
Re	EH 80 Miscellaneous Food Business Charges	Food, Health and Safety	Sampling of Private Water Supplies (The Private Water Supplies (England) Regulations 2016)		Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	N/A	N/A		
<b>Environmental Health Licensing Fees</b>										
Re	EH 81 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	New	Each	£105 application fee £395 licence fee	£105 application fee £408 licence fee	£13.00	2.60%		
Re	EH 82 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	Renewal	Each	£105 application fee £385 licence fee	£105 application fee £399 licence fee	£14.00	2.86%		
Re	EH 83 Dangerous wild animals (Dangerous Wild Animals Act 1976)	Environmental Health Licensing Fees	Zoo (Zoo Licensing Act 1981)	Each	Costs incurred including administrative costs	Costs Occurred including administration costs	N/A	N/A		
<b>Band A - Low risk and non-invasive treatments, including manicure, pedicure, ear and nose piercing using a single use piercing gun designed for the purpose, and sun beds</b>										
Re	EH 84 Licence for Massage and Special Treatments (including cosmetic)	piercing)	New licence	Each	£105 Application Fee £145 Licence fee	£157.5 Application £100 licence	£7.50	3.00%		
Re	EH 85 Licence for Massage and Special Treatments (including cosmetic)	piercing)	Renewal licence	Each	£105 application fee £95 licence fee	£105 Application fee £100 licence	£5.00	2.50%		
<b>Band B - medium risk non-invasive treatments including some beauty treatments and therapeutic treatments, head, neck and below the knee massage.</b>										
Re	EH 86 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	New licence	Each	£105 application fee £230 licence fee	£245 Application fee £100 licence	£10.00	2.99%		
Re	EH 87 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	Renewal licence	Each	£105 application fee £180 licence fee	£105 Application fee £100 licence	£5.00	1.75%		
<b>Band C - Higher risk or invasive treatments, including body massage (other than described in Band B), electrolysis, acupuncture, tattooing, saunas and laser/intense pulsed light treatments.</b>										

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 88 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	New licence	Each	£105 application fee £340 licence fee	£355 application £100 licence fee	£10.00	2.25%		
Re	EH 89 Licence for Massage and Special Treatments (including cosmetic skin piercing)	Environmental Health Licensing Fees	Renewal licence	Each	£105 application fee £300 licence fee	£315 application £100 licence fee	£10.00	2.47%		
Re	EH 90 Transfer and Variation Fee	Environmental Health Licensing Fees	Band A	Each	£63.00	£65.00	£2.00	3.17%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)	
Re	EH 91 Transfer and Variation Fee	Environmental Health Licensing Fees	Band B	Each	£80.00	£83.00	£3.00	3.75%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)	
Re	EH 92 Transfer and Variation Fee	Environmental Health Licensing Fees	Band C	Each	£98.00	£101.00	£3.00	3.06%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)	
Re	EH 93 Transfer and Variation Fee	Environmental Health Licensing Fees	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	£75.00	£77.50	£2.50	3.33%	Where a variation takes the licence into a higher band then the full fee pro-rata will be payable)	
Re	EH 94 Transfer and Variation Fee	Environmental Health Licensing Fees	Administration fee on all aborted licence applications	Each	12 percent of licence fee	£0.00	N/A	N/A	Delete	
Re	EH 95 Primary Authority Services	Environmental Health Licensing Fees	Annual fee per subject area	Per annum	Up to £750 per area of regulation	Up to £750 each area of regulation	£0.00		Environmental Health & Trading Standards	
Re	EH 96 Primary Authority Services	Environmental Health Licensing Fees	Primary authority work	Per hour	Up to £58 per hour	Up to £60 per hour	£2.00	3.45%	Environmental Health & Trading Standards	
Re	EH 97 Special Treatment Licences	Environmental Health Licensing Fees	EH Special Treatment Licences - Sole trader based at home	each application	£10 discount on licence fee for all new and renewal applications	£10 discount on licence fee for all new and renewal applications	N/A	N/A		
Re	EH 98 Animal Welfare	Environmental Health Licensing Fees	Licence application fee under	per application	£125.00	£129.00	£4.00	3.20%		
Re	EH 99 Animal Welfare	Environmental Health Licensing Fees	inspections fee animal boarding	per inspection	£220.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 100 Animal Welfare	Environmental Health Licensing Fees	inspection fee home boarding	per inspection	£76.00	As per City of London published fees and charges	N/A	N/A		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 101 Animal Welfare	Environmental Health Licensing Fees	inspection fee breeding establishments	per inspection	£110.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 102 Animal Welfare	Environmental Health Licensing Fees		per inspection	£220.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 103 Animal Welfare	Environmental Health Licensing Fees	inspection fee performing animals	per inspection	£211.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 104 Animal Welfare	Environmental Health Licensing Fees		per inspection	£220.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 105 Animal Welfare	Environmental Health Licensing Fees	inspection fee riding establishments >30 horses	per inspection	£630.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 106 Animal Welfare	Environmental Health Licensing Fees	inspection fee riding establishments >15 & <30 horses	per inspection	£490.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 107 Animal Welfare	Environmental Health Licensing Fees	inspection fee riding establishments , 15 horses	per inspection	£315.00	As per City of London published fees and charges	N/A	N/A		
Re	EH 108 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - New Application	Each	Fee 1 £125 plus inspection fee 2 Annual fee £150	Fee 1 £125 plus inspection fee 2 Annual fee £155	£5.00	3.33%		
Re	EH 109 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Variation of Licence	Each Application	£125 plus inspection fee (if required)	£129 plus inspection fee (if required)	£4.00	3.20%		
Re	EH 110 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Transfer	Each Application	£125.00	£129.00	£4.00	3.20%		
Re	EH 111 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Change of details	Each Application	£20.00	£20.50	£0.50	2.50%		
Re	EH 112 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Duplicate Licence	Each Application	£20.00	£20.50	£0.50	2.50%		
Re	EH 113 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Request revisit	Each Application	£40 plus inspection fee	£41 plus inspection fee	£1.00	2.50%		
Re	EH 114 Animal Welfare	Environmental Health Licensing Fees	Animal Welfare (Licensing of Activities) - Annual Fee	On Grant of application and annually on grant date	£150.00	£155.00	£5.00	3.33%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 115 Pest Control	Environmental Health Licensing Fees	Rats	Per treatment	£144.00	£149.00	£5.00	3.47%		
Re	EH 116 Pest Control	Environmental Health Licensing Fees	Mice	Per treatment	£144.00	£149.00	£5.00	3.47%		
Re	EH 117 Pest Control	Environmental Health Licensing Fees	Cockroaches	Per treatment	£144.00	£149.00	£5.00	3.47%		
Re	EH 118 Pest Control	Environmental Health Licensing Fees	Bed Bugs for a 2 bedroom property	Per treatment	£222.00	£230.00	£8.00	3.60%		
Re	EH 119 Pest Control	Environmental Health Licensing Fees	Bed Bugs (per additional bedroom)	Per treatment	£50.00	£50.00	£0.00	0.00%		
Re	EH 120 Pest Control	Environmental Health Licensing Fees	Fleas	Per treatment	£139.00	£144.00	£5.00	3.60%		
Re	EH 121 Pest Control	Environmental Health Licensing Fees	Exotic Ants	Per treatment	£185.00	£192.00	£7.00	3.78%		
Re	EH 122 Pest Control	Environmental Health Licensing Fees	Wasps	Per treatment	£68.00	£70.00	£2.00	2.94%		
Re	EH 123 Pest Control	Environmental Health Licensing Fees	Domestic crawling insects (Carpet beetles, larder beetles, etc.)	Per treatment	£139.00	£144.00	£5.00	3.60%		
Re	EH 124 Pest Control	Environmental Health Licensing Fees	Garden Ants	Per treatment	£139.00	£144.00	£5.00	3.60%		
Re	EH 125 Pest Control	Environmental Health Licensing Fees	Squirrels	Per Treatment	£269.00	£279.00	£10.00	3.72%		
Re	EH 126 Pest Control	Environmental Health Licensing Fees	Site pest assessment (where treatment not requested)	Per visit	£25.00	£25.00	£0.00	0.00%		
Re	EH 127 Pest Control	Environmental Health Licensing Fees	Call out fee for advice (refundable against the full cost of treatment)	Per visit	£30.00	£30.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 128 Pest Control	Environmental Health Licensing Fees	Discount for Barnet residents (homeowners) receiving Means Tested Benefits	Per treatment	35% off list price	35% off list price	N/A	0.00%	Only applies to pests of public health significance - rats, mice, fleas, wasps, bed bugs, pharaoh ants and cockroaches.	
Re	EH 129 Pest Control	Environmental Health Licensing Fees	Commercial Premises and monitoring contracts	Per annual contract	Price on application	Price on application	N/A	0.00%	Price dependent on customers' needs, cost of time and materials and Re business case.	
Re	EH 130 Pest Control	Environmental Health Licensing Fees	Discounted charges on any pest control treatment when booked concurrently for more than one premises	Per block treatment	Price on application (based on reduction by callout fee of £25 per property, after initial treatment)	Price on application	N/A	0.00%	We aim to offer a more tailored block treatment service to a broader range of customers including, managing agents and resident or business syndicates. Where owners of adjacent premises book together we can offer reductions in charges linked to reduced costs, e.g. travel time.	
Pollution Prevention and Control Act 1999										
Re	EH 131 Environmental Permit	Pollution Prevention and Control Act 1999	Application Standard	each	£1,650.00	£1,650.00	£0.00	0.00%		
Re	EH 132 Environmental Permit	Pollution Prevention and Control Act 1999	Application Reduced fee	each	£155.00	£155.00	£0.00	0.00%		
Re	EH 133 Environmental Permit	Pollution Prevention and Control Act 1999	Application Petrol vapour I&I	each	£257.00	£257.00	£0.00	0.00%		
Re	EH 134 Environmental Permit	Pollution Prevention and Control Act 1999	Application Vehicle refinishers	each	£362.00	£362.00	£0.00	0.00%		
Re	EH 135 Environmental Permit	Pollution Prevention and Control Act 1999	Application Mobile screening and crushing plant for 1st and 2nd permits	1st & 2nd applications	£1,650 (985 3rd to 7th, 485 subsequent applications)	£1,650 (985 3rd to 7th, 485 subsequent applications)	£0.00	0.00%		
Re	EH 136 Environmental Permit	Pollution Prevention and Control Act 1999	Fee operating without a permit	each	£1,188.00	£1,188.00	£0.00	0.00%		
Re	EH 137 Environmental Permit	Pollution Prevention and Control Act 1999	Late payment fee	each	£52.00	£52.00	£0.00	0.00%		
Re	EH 138 Environmental Permit	Pollution Prevention and Control Act 1999	Annual subsistence charge	Annual	Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 139 Environmental Permit	Pollution Prevention and Control Act 1999	Standard	each	Low = £772 / Medium = £1,161 / High = £1,747	Low = £772 / Medium = £1,161 / High = £1,747	£0.00	0.00%		
Re	EH 140 Environmental Permit	Pollution Prevention and Control Act 1999	Reduced fee	each	Low = £79 / Medium = £158 / High = £237	Low = £79 / Medium = £158 / High = £237	£0.00	0.00%		
Re	EH 141 Environmental Permit	Pollution Prevention and Control Act 1999	Petrol vapour I&II	each	Low = £113 / Medium = £226 / High = £341	Low = £113 / Medium = £226 / High = £341	£0.00	0.00%		
Re	EH 142 Environmental Permit	Pollution Prevention and Control Act 1999	Vehicle refinishers	each	Low = £228 / Medium = £365 / High = £548	Low = £228 / Medium = £365 / High = £548	£0.00	0.00%		
Re	EH 143 Environmental Permit	Pollution Prevention and Control Act 1999	Mobile screening and crushing plant for 1st and 2nd permits	each	Low = £626 / Medium = £1034/ High = £1,551	Low = £626 / Medium = £1034/ High = £1,551	£0.00	0.00%		
Re	EH 144 Environmental Permit	Pollution Prevention and Control Act 1999	Standard Transfer and substantial change	each	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050	£0.00	0.00%		
Re	EH 145 Environmental Permit	Pollution Prevention and Control Act 1999	Reduced fee Transfer and substantial change	each	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112	£0.00	0.00%		
Re	EH 146 Environmental Permit	Pollution Prevention and Control Act 1999	Adopt a tube scheme p/a		£135.00	£139.00	£4.00	2.96%		
Re	EH 147 General Consultancy Fees	Pollution Prevention and Control Act 1999	Specialist Environmental Health Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120	£0.00	0.00%		
Re	EH 148 General Consultancy Fees	Pollution Prevention and Control Act 1999	Specialist Environmental Health Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £600 plus expenses	£0.00	0.00%		
Charges made for the seizure, removal and detention of equipment.										
Re	EH 149 Noise Act 1996	Pollution Prevention and Control Act 1999	Seizure, removal and storage of seized equipment		£169.95	£173.00	£3.05	1.79%		
Re	EH 150 Contaminated Land Enquiries	Pollution Prevention and Control Act 1999	Basic Enquiry	Each	£50.40	£52.00	£1.60	3.17%		
Re	EH 151 Contaminated Land Enquiries	Pollution Prevention and Control Act 1999	Enquiry including historical data multiple addresses	Each	£113.52	£117.00	£3.48	3.07%		
Home Improvement Agency										



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 152 Home Improvement Agency	Care and Repair	Full Home Improvement Agency service	Each	Up to 17.5% of the cost of the building works, or up to 15% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £160	Fees based on sliding percentage rate of cost of works (excluding extended warranties), with splits at; less than £10k - 20% less than £15k - 19% less than £20k - 17% less than £75k - 15% more than £75k - 12.5%  Minimum fee £250 (ex VAT)	£90.00	56.25%	Full service would include obtaining planning permission, building control approval, seeking tenders for work, design of the scheme and supervision of the building work	Cost recovery (aim to provide services in order to assist vulnerable adults) To be provided by Re  New fee structure not just adjustment of min fee
Re	EH 153 Home Improvement Agency	Care and Repair	Assisted grant process	Each	Up to 12.5% of the cost of the building work. Minimum fee £162.90	Fees based on sliding percentage rate of cost of works (excluding extended warranties), with splits at; less than £10k - 15% less than £15k - 14% less than £20k - 12% more than £20k - 10%  Minimum fee £250 (ex VAT)	£87.50	53.85%	Assisted grant process would include obtaining estimates for work, arranging for contractors to complete the work, inspection of work on completion, snagging if necessary	Cost recovery (aim to provide services in order to assist vulnerable adults) To be provided by Re  New fee structure not just adjustment of min fee
Online Training										
Re	EH 154 Online Training	Environmental Health	Food Safety Level 1	Each	£0.00	£20.00	£20.00	New Charge 0		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 155 Online Training	Environmental Health	Food Safety Level 2	Each	£0.00	£25.00	£25.00	New Charge 0		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 156 Online Training	Environmental Health	Food Safety Level 3	Each	£0.00	£175.00	£175.00	New Charge 0		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 157 Online Training	Environmental Health	Food Safety Level 2 Manufacturing	Each	£0.00	£25.00	£25.00	New Charge 0		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 158 Online Training	Environmental Health	Introduction to Allergens	Each	£0.00	£20.00	£20.00	New Charge 0		New fee based on cost recover to provide these services which are being requested by traders within LBB

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 159 Online Training	Environmental Health	Health and Safety Level 1	Each	£0.00	£20.00	£20.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 160 Online Training	Environmental Health	Health and Safety Level 2	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 161 Online Training	Environmental Health	Health and Safety Level 3	Each	£0.00	£175.00	£175.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 162 Online Training	Environmental Health	Manual Handling	Each	£0.00	£20.00	£20.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 163 Online Training	Environmental Health	Level 2 Award for Personal Licence Holders	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 164 Online Training	Environmental Health	Level 2 Fire Safety	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 165 Online Training	Environmental Health	Level 2 Customer Service	Each	£0.00	£25.00	£25.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 166 Online Training	Environmental Health	Level 2 Understanding Stewarding at Spectator Events	Each	£0.00	£95.00	£95.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 167 Online Training	Environmental Health	Level 2 Spectator Safety	Each	£0.00	£115.00	£115.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 168 Online Training	Environmental Health	Level 2 Warehousing and Storage	Each	£0.00	£80.00	£80.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 169 Online Training	Environmental Health	Care Certificate	Each	£0.00	£35.00	£35.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 170 Online Training	Environmental Health	Emergency First Aid at Work	Each	£0.00	£10.00	£10.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 171 Online Training	Environmental Health	First Aid at Work	Each	£0.00	£15.00	£15.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 172 Online Training	Environmental Health	An Introduction to Fire Safety in the Workplace	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 173 Online Training	Environmental Health	Communication	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 174 Online Training	Environmental Health	Equality and Diversity	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 175 Online Training	Environmental Health	Managing Conflict	Each	£0.00	£5.00	£5.00	New Charge	0	New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 176 Online Training	Environmental Health	Self-Awareness and Personal Development	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 177 Online Training	Environmental Health	Teamworking	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 178 Online Training	Environmental Health	Environmental awareness	Each	£0.00	£25.00	£25.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 179 Online Training	Environmental Health	GDPR	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 180 Online Training	Environmental Health	Fraud and Fraud Awareness	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH 181 Online Training	Environmental Health	An Introduction to the Bribery Act	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 182 Online Training	Environmental Health	Stress management	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 183 Online Training	Environmental Health	Money Laundering	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 184 Online Training	Environmental Health	Safe use and control of Anaphylaxis and Autoinjectors	Each	£0.00	£5.00	£5.00	New Charge		New fee based on cost recover to provide these services which are being requested by traders within LBB
Re	EH 185 Online Training	Environmental Health	Display screen equipment (DSE)	Each	£0.00	£5.00	£5.00	New Charge		New
<b>Cemetery and Crematorium</b>										
A. Grave purchase for LBB Residents:										
Re	C&C 1 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") - grave pre-purchase only - LBB Residents	Each	£7,273.00	£7,540.00	£267.00	3.67%		
Re	C&C 2 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - LBB Residents	Each	£5,195.00	£5,390.00	£195.00	3.75%		
Re	C&C 3 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - LBB Residents	Each	£3,635.00	£3,770.00	£135.00	3.71%		
Re	C&C 4 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' grave (6'6" x 2' 6") for immediate use - LBB Residents	Each	£2,595.00	£2,690.00	£95.00	3.66%		
Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.										
Re	C&C 5 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	£3,635.00	£3,770.00	£135.00	3.71%		
Re	C&C 6 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	£2,595.00	£2,690.00	£95.00	3.66%		
Re	C&C 7 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	£1,800.00	£1,865.00	£65.00	3.61%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 8 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	£1,280.00	£1,320.00	£40.00	3.13%		
<b>B. Grave purchase for Non-LBB Residents:</b>										
Re	C&C 9 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") grave pre-purchase only - Non LBB Residents	Each	£15,685.00	£16,250.00	£565.00	3.60%		
Re	C&C 10 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - Non LBB Residents	Each	£9,800.00	£10,150.00	£350.00	3.57%		
Re	C&C 11 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - Non LBB Residents	Each	£8,300.00	£8,600.00	£300.00	3.61%		
Re	C&C 12 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") for immediate use - Non LBB Residents	Each	£5,245.00	£5,440.00	£195.00	3.72%		
Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.										
Re	C&C 13 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	£7,165.00	£7,430.00	£265.00	3.70%		
Re	C&C 14 Cemetery and Crematorium	Cemetery and Crematorium	Class 'A' (3'6" x 3' 6") half grave for immediate use - Non LBB Residents	Each	£4,450.00	£4,600.00	£150.00	3.37%		
Re	C&C 15 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - Non LBB Residents	Each	£3,480.00	£3,610.00	£130.00	3.74%		
Re	C&C 16 Cemetery and Crematorium	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") half grave for immediate use - Non LBB Residents	Each	£2,175.00	£2,250.00	£75.00	3.45%		
<b>C. Mausoleums (Single price for LBB residents and non-residents)</b>										
Re	C&C 17 Cemetery and Crematorium	Cemetery and Crematorium	Mausoleum pre-purchase	Each	£22,750.00	£22,750.00	£0.00	0.00%		
Re	C&C 18 Cemetery and Crematorium	Cemetery and Crematorium	Mausoleum space for immediate use	Each	£16,500.00	£16,500.00	£0.00	0.00%		
Re	C&C 19 Cemetery and Crematorium	Cemetery and Crematorium	Construction of Mausoleum	Each	£13,295.00	£13,300.00	£5.00	0.04%		
Re	C&C 20 Cemetery and Crematorium	Cemetery and Crematorium	Community Mausoleum	Each	£10,000.00	£10,000.00	£0.00	0.00%		
<b>D. Burial Vaults</b>										

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 21 Cemetery and Crematorium	Cemetery and Crematorium	Burial Vault (Resident)	Each	£12,000.00	£12,000.00	£0.00	0.00%		
Re	C&C 22 Cemetery and Crematorium	Cemetery and Crematorium	Burial Vault (Non resident)	Each	£18,000.00	£18,000.00	£0.00	0.00%		
E. Interments (Single price for LBB Residents and non-Residents)										
Re	C&C 23 Cemetery and Crematorium	Cemetery and Crematorium	Interment - Persons over 16 years of age (single depth)	Each	£880.00	£900.00	£20.00	2.27%	All classes of private interments	
Re	C&C 24 Cemetery and Crematorium	Cemetery and Crematorium	Interment - pre-dug grave	Each	£649.00	£670.00	£21.00	3.24%	All classes of private interments	
Re	C&C 25 Cemetery and Crematorium	Cemetery and Crematorium	Interment - Children under 16 years of age including those still born (single depth)	Each	£490.00	£500.00	£10.00	2.04%	All classes of private interments	
Re	C&C 26 Cemetery and Crematorium	Cemetery and Crematorium	Interment - Additional charge for each additional coffin depth (up to maximum of 4)	Each	£250.00	£255.00	£5.00	2.00%	All classes of private interments	
Re	C&C 27 Cemetery and Crematorium	Cemetery and Crematorium	Burial of Ashes into a private grave at minimum depth without movement of memorial/landing (see separate change for removal of memorial)	Each	£462.00	£475.00	£13.00	2.81%	All classes of private interments	
Re	C&C 28 Cemetery and Crematorium	Cemetery and Crematorium	Public interment - Persons over 16 years of age	Each	£535.00	£555.00	£20.00	3.74%		
Re	C&C 29 Cemetery and Crematorium	Cemetery and Crematorium	Public interment - Children under 16 years of age	Each	£175.00	£180.00	£5.00	2.86%		
Re	C&C 30 Cemetery and Crematorium	Cemetery and Crematorium	Public interment - Stillborn children	Each	£115.00	£115.00	£0.00	0.00%		
F. General Burial Fees										
Re	C&C 31 Cemetery and Crematorium	Cemetery and Crematorium	Exhumation of Deceased	Each	£1,410.00	£1,460.00	£50.00	3.55%		
Re	C&C 32 Cemetery and Crematorium	Cemetery and Crematorium	Removal and/or replacing of memorials (all parts of the cemetery) kerbs and landing upto 4ft 6	Each	£290.00	£300.00	£10.00	3.45%		
Re	C&C 33 Cemetery and Crematorium	Cemetery and Crematorium	Removal and/or replacing of memorials (all parts of the cemetery) over 4ft 6	Each	Price on application	Price on application	N/A	N/A	Dependant of fee charged by specialist stonemason with lifting equipment	
Re	C&C 34 Cemetery and Crematorium	Cemetery and Crematorium	Additional charge for a Weekend or Bank Holiday Burial.	Each	£249.00	£255.00	£6.00	2.41%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 35 Cemetery and Crematorium	Cemetery and Crematorium	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	£129.50	£134.00	£4.50	3.47%		
Re	C&C 36 Cemetery and Crematorium	Cemetery and Crematorium	Shroud Burials	Each	£215.00	£220.00	£5.00	2.33%		
Re	C&C 37 Cemetery and Crematorium	Cemetery and Crematorium	Casket Burial	Each	£300.00	£310.00	£10.00	3.33%		
Re	C&C 38 Cemetery and Crematorium	Cemetery and Crematorium	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	£24.90	£25.00	£0.10	0.40%		
Re	C&C 39 Cemetery and Crematorium	Cemetery and Crematorium	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	£95.00	£98.00	£3.00	3.16%		
Re	C&C 40 Cemetery and Crematorium	Cemetery and Crematorium	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	£48.00	£49.00	£1.00	2.08%		
Re	C&C 41 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	£170.00	£175.00	£5.00	2.94%		
Re	C&C 42 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	£140.00	£145.00	£5.00	3.57%		
Re	C&C 43 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	£93.00	£96.00	£3.00	3.23%		
Re	C&C 44 Cemetery and Crematorium	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	£82.00	£85.00	£3.00	3.66%		
Re	C&C 45 Cemetery and Crematorium	Cemetery and Crematorium	Washing of Half size Kerb and Landing and Headstone only	Each	£65.00	£67.00	£2.00	3.08%		
Re	C&C 46 Cemetery and Crematorium	Cemetery and Crematorium	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	£109.00	£112.00	£3.00	2.75%		
Re	C&C 47 Cemetery and Crematorium	Cemetery and Crematorium	Raise and Level of Headstone and Half Size kerb and Landing	Each	£80.00	£82.00	£2.00	2.50%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 48 Cemetery and Crematorium	Cemetery and Crematorium	Raise and Level of Headstone and Full size Kerb and Landing	Each	£109.00	£112.00	£3.00	2.75%		
Re	C&C 49 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Seat, 6ft, inclusive of plaque up to 60 letters maximum inscription, (no on-going care) for placement on a pre-owned grave subject to payment of additional permit fee.	Each	£1,375.00	£1,420.00	£45.00	3.27%		
<b>G. Permits</b>										
Permit for erecting new monuments, memorials, grave stones and tablets for the right to erect or place on private graves (including first inscription)										
Re	C&C 50 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Headstone with kerbs	Each	£320.00	£330.00	£10.00	3.13%		
Re	C&C 51 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Headstone only	Each	£249.00	£255.00	£6.00	2.41%		
Re	C&C 52 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Conversion of existing Headstone to include kerbs	Each	£105.00	£108.00	£3.00	2.86%		
Re	C&C 53 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Memorial in the form of a vase, tablet, seat or bench or wooden cross etc.	Each	£85.00	£88.00	£3.00	3.53%		
Re	C&C 54 Cemetery and Crematorium	Cemetery and Crematorium	Permit - Renovation or additional inscription	Each	£105.00	£108.00	£3.00	2.86%		
Re	C&C 55 Cemetery and Crematorium	Cemetery and Crematorium	Retrospective permit application	Each	2 x permit normal fee	2 x permit normal fee	£0.00	0.00%		
<b>H. Annual Planting etc. and General Attention of Private Graves (per single grave space)</b>										
Re	C&C 56 Cemetery and Crematorium	Cemetery and Crematorium	Planting Evergreen shrubs only	Each	£210.00	£215.00	£5.00	2.38%		
Re	C&C 57 Cemetery and Crematorium	Cemetery and Crematorium	Turfing only	Each	£150.00	£155.00	£5.00	3.33%		
Re	C&C 58 Cemetery and Crematorium	Cemetery and Crematorium	Planting - Seasonal Bedding	Each	£310.00	£320.00	£10.00	3.23%		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 59 Cemetery and Crematorium	Cemetery and Crematorium	Turfing or Moulding (No maintenance)	Each	£85.00	£88.00	£3.00	3.53%		
Re	C&C 60 Cemetery and Crematorium	Cemetery and Crematorium	Provision of a wooden cross including brass plaque	Each	£165.00	£170.00	£5.00	3.03%		
Re	C&C 61 Cemetery and Crematorium	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of headstone.	Each	£355.00	£365.00	£10.00	2.82%		
Re	C&C 62 Cemetery and Crematorium	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of full size kerb and landing.	Each	£395.00	£410.00	£15.00	3.80%		
<b>I. Transfer of Grave Ownership</b>										
Re	C&C 63 Cemetery and Crematorium	Cemetery and Crematorium	Transfer by Probate, Letters of Administration, or Private Statutory Declaration	Each	£75.85	£78.00	£2.15	2.83%		
Re	C&C 64 Cemetery and Crematorium	Cemetery and Crematorium	Transfer by Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£124.50	£129.00	£4.50	3.61%		
Re	C&C 65 Cemetery and Crematorium	Cemetery and Crematorium	Transfer by combination of Probate, Letters of Administration, or Private Statutory Declaration and Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£185.00	£190.00	£5.00	2.70%		
Re	C&C 66 Cemetery and Crematorium	Cemetery and Crematorium	Duplicate of Deed of Ownership	Each	£25.90	£26.00	£0.10	0.39%		
Re	C&C 67 Cemetery and Crematorium	Cemetery and Crematorium	Duplicate of Cremation Certificate	Each	£15.00	£15.00	£0.00	0.00%		
<b>J. Cremation Fees</b>										
Re	C&C 68 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors Not holding an account)	Each	£700.00	£725.00	£25.00	3.57%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 69 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	Each	£810.00	£840.00	£30.00	3.70%		
Re	C&C 70 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors holding an account)	Each	£630.00	£650.00	£20.00	3.17%		
Re	C&C 71 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays (Funeral Directors holding an account)	Each	£740.00	£765.00	£25.00	3.38%		
Re	C&C 72 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	Each	£1,329.00	£1,370.00	£41.00	3.09%		
Re	C&C 73 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Persons over 16 years weekday between 09:00-09:45	Each	£375.00	£385.00	£10.00	2.67%		
Re	C&C 74 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Children over 1 month to under 16 years of age	Each	£57.00	£58.00	£1.00	1.75%		
Re	C&C 75 Cemetery and Crematorium	Cemetery and Crematorium	Cremation - Children still born - 1 month	Each	no charge	no charge	N/A	N/A		
Re	C&C 76 Cemetery and Crematorium	Cemetery and Crematorium	Public Health Cremations	Each	£215.00	£220.00	£5.00	2.33%		
K. Memorials - memorial gardens										
Re	C&C 77 Cemetery and Crematorium	Cemetery and Crematorium	Standard Rose Bush 3 yr. lease	Each	£240.00	£240.00	£0.00	0.00%		
Re	C&C 78 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Rose Bush and Plaque 3 yr. lease	each	£185.00	£185.00	£0.00	0.00%		
Re	C&C 79 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Rose Bush renewable 3 yr. lease	each	£310.00	£310.00	£0.00	0.00%		
Re	C&C 80 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Rose Standard and Plaque 3 yr. lease	each	£375.00	£375.00	£0.00	0.00%		
Re	C&C 81 Cemetery and Crematorium	Cemetery and Crematorium	Rose Plaque	each	£140.00	£140.00	£0.00	0.00%		
Re	C&C 82 Cemetery and Crematorium	Cemetery and Crematorium	Columbarium Niche (10 year lease)	Each	£1,700.00	£1,700.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 83 Cemetery and Crematorium	Cemetery and Crematorium	Placing additional urn in same niche	Each	£168.00	£168.00	£0.00	0.00%		
Re	C&C 84 Cemetery and Crematorium	Cemetery and Crematorium	Lily Pond tablet (10 year lease)	Each	£650.00	£650.00	£0.00	0.00%		
Re	C&C 85 Cemetery and Crematorium	Cemetery and Crematorium	Cleaning of Lily Pond tablet	Each	£65.00	£65.00	£0.00	0.00%		
Re	C&C 86 Cemetery and Crematorium	Cemetery and Crematorium	Leather Panel Scheme (10 year lease, Max 60 letters)	Each	£180.00	£180.00	£0.00	0.00%		
Re	C&C 87 Cemetery and Crematorium	Cemetery and Crematorium	Wall tablet in Book of Remembrance Hall (10 Yr lease)	Each	£1,060.00	£1,060.00	£0.00	0.00%		
Re	C&C 88 Cemetery and Crematorium	Cemetery and Crematorium	Old Memorial - Inscriptions	Each	£3.80	£3.80	£0.00	0.00%		
Re	C&C 89 Cemetery and Crematorium	Cemetery and Crematorium	Entry in Book of Remembrance consisting of 2 lines	Each	£165.00	£165.00	£0.00	0.00%		
Re	C&C 90 Cemetery and Crematorium	Cemetery and Crematorium	Entry in Book of Remembrance consisting of 5 lines	Each	£235.00	£235.00	£0.00	0.00%		
Re	C&C 91 Cemetery and Crematorium	Cemetery and Crematorium	Copy of Book of Remembrance - 2 lines	Each	£78.00	£78.00	£0.00	0.00%		
Re	C&C 92 Cemetery and Crematorium	Cemetery and Crematorium	Book of Remembrance copy 5 lines	Each	£128.00	£128.00	£0.00	0.00%		
Re	C&C 93 Cemetery and Crematorium	Cemetery and Crematorium	Armorial bearing or badges (these may be engrossed in the Book of Remembrance only if accompanied by an inscription of at least 5 lines)	Each	£320.00	£320.00	£0.00	0.00%		
Re	C&C 94 Cemetery and Crematorium	Cemetery and Crematorium	Memorial Jewellery	Each	£43.00	£43.00	£0.00	0.00%		
L. Urns and Caskets										
M. Ashes strewing and storage										
Re	C&C 95 Cemetery and Crematorium	Cemetery and Crematorium	Strewing of Ashes when returned to Hendon after 12 month of cremation	Each	£115.00	£119.00	£4.00	3.48%		
Re	C&C 96 Cemetery and Crematorium	Cemetery and Crematorium	Strewing of Ashes when cremated elsewhere	Each	£150.00	£155.00	£5.00	3.33%		
Re	C&C 97 Cemetery and Crematorium	Cemetery and Crematorium	Long-term storage of Ashes per month	Each	£26.00	£26.50	£0.50	1.92%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 98 Cemetery and Crematorium	Cemetery and Crematorium	Long-term storage of Ashes per year	Each	£255.00	£260.00	£5.00	1.96%		
N. Chapel Hire and Organist Fees										
Re	C&C 99 Cemetery and Crematorium	Cemetery and Crematorium	Fee for Organ Music and Services of Organist	Each	£62.00	£64.00	£2.00	3.23%		
Re	C&C 100 Cemetery and Crematorium	Cemetery and Crematorium	Use of Chapel for additional ½ hour Service	Each	£118.00	£120.00	£2.00	1.69%		
Re	C&C 101 Cemetery and Crematorium	Cemetery and Crematorium	Use of Chapel plus Organist for additional ½ hour Service	Each	£180.00	£185.00	£5.00	2.78%		
O. Web access to services										
Re	C&C 102 Cemetery and Crematorium	Cemetery and Crematorium	Live video streaming of funeral services and provision of DVD	Each	£250.00	£250.00	£0.00	0.00%		
P. Anniversary Services										
Re	C&C 103 Cemetery and Crematorium	Cemetery and Crematorium	Placing of flowers etc. at key anniversary dates for the client. Take photograph and e mail client picture of placed memorial (excludes cost of flowers)	Each	£100.00	£100.00	£0.00	0.00%		
Q. Memorial Bird Boxes										
Re	C&C 104 Cemetery and Crematorium	Cemetery and Crematorium	Bird	Each	£15.00	£15.00	£0.00	0.00%		
Re	C&C 105 Cemetery and Crematorium	Cemetery and Crematorium	Bat	Each	£35.00	£35.00	£0.00	0.00%		
Re	C&C 106 Cemetery and Crematorium	Cemetery and Crematorium	Owl	Each	£60.00	£60.00	£0.00	0.00%		
Re	C&C 107 Cemetery and Crematorium	Cemetery and Crematorium	Tawny Owl	Each	£120.00	£120.00	£0.00	0.00%		
Re	C&C 108 Cemetery and Crematorium	Cemetery and Crematorium	Bird (with memorial plaque)	Each	£25.00	£25.00	£0.00	0.00%		
Re	C&C 109 Cemetery and Crematorium	Cemetery and Crematorium	Bat (with memorial plaque)	Each	£45.00	£45.00	£0.00	0.00%		
Re	C&C 110 Cemetery and Crematorium	Cemetery and Crematorium	Owl (with memorial plaque)	Each	£70.00	£70.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 111 Cemetery and Crematorium	Cemetery and Crematorium	Tawny Owl (with memorial plaque)	Each	£130.00	£130.00	£0.00	0.00%		
R. New Memorials										
Re	C&C 112 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (plus annual fee) (includes 1st standard inscription)	Each	£660.00	£0.00	-£660.00	-100.00%	Delete	
Re	C&C 113 Cemetery and Crematorium	Cemetery and Crematorium	Annual fee (direct debit only)	Each	£66.00	£0.00	-£66.00	-100.00%	Delete	
Re	C&C 114 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (5 year lease) (includes 1st standard inscription)	Each	£833.00	£833.00	£0.00	0.00%		
Re	C&C 115 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (10 year lease) (includes 1st standard inscription)	Each	£1,080.00	£1,080.00	£0.00	0.00%		
Re	C&C 116 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (15 year lease) (includes 1st standard inscription)	Each	£1,250.00	£1,250.00	£0.00	0.00%		
Re	C&C 117 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (20 year lease) (includes 1st standard inscription)	Each	£1,500.00	£1,500.00	£0.00	0.00%		
Re	C&C 118 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (30 year lease) (includes 1st standard inscription)	Each	£2,000.00	£2,000.00	£0.00	0.00%		
Re	C&C 119 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (50 year lease) (includes 1st standard inscription)	Each	£2,916.00	£2,916.00	£0.00	0.00%		
Re	C&C 120 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum Panorama Niche (75 year lease) (includes 1st standard inscription)	Each	£0.00	£5,000.00	£5,000.00	New Charge		New
Re	C&C 121 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£150.00	£150.00	£0.00	0.00%		
Re	C&C 122 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.80	£0.45	19.15%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 123 Cemetery and Crematorium	Cemetery and Crematorium	Additional ashes interment	Each	£250.00	£250.00	£0.00	0.00%		
Re	C&C 124 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (plus annual fee) (includes 1st standard inscription)	Each	£660.00	£0.00	-£660.00	-100.00%	Delete	
Re	C&C 125 Cemetery and Crematorium	Cemetery and Crematorium	Annual fee (direct debit only)	Each	£66.00	£0.00	-£66.00	-100.00%	Delete	
Re	C&C 126 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (5 year lease) (includes 1st standard inscription)	Each	£833.00	£833.00	£0.00	0.00%		
Re	C&C 127 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (10 year lease) (includes 1st standard inscription)	Each	£1,080.00	£1,080.00	£0.00	0.00%		
Re	C&C 128 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (15 year lease) (includes 1st standard inscription)	Each	£1,250.00	£1,250.00	£0.00	0.00%		
Re	C&C 129 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (20 year lease) (includes 1st standard inscription)	Each	£1,500.00	£1,500.00	£0.00	0.00%		
Re	C&C 130 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (30 year lease) (includes 1st standard inscription)	Each	£2,000.00	£2,000.00	£0.00	0.00%		
Re	C&C 131 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (50 year lease) (includes 1st standard inscription)	Each	£2,916.00	£2,916.00	£0.00	0.00%		
Re	C&C 132 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 2000 (75 year lease) (includes 1st standard inscription)	Each	£0.00	£5,000.00	£5,000.00	New Charge		New charge
Re	C&C 133 Cemetery and Crematorium	Cemetery and Crematorium	Flower posey Holder	Each	£62.50	£62.50	£0.00	0.00%		
Re	C&C 134 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£150.00	£150.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 135 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.35	£0.00	0.00%		
Re	C&C 136 Cemetery and Crematorium	Cemetery and Crematorium	Additional ashes interment	Each	£250.00	£250.00	£0.00	0.00%		
Re	C&C 137 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (10 Year lease) (includes 1 standard inscription)	Each	£375.00	£375.00	£0.00	0.00%		
Re	C&C 138 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (15 Year lease) (includes 1 standard inscription)	Each	£0.00	£520.00	£520.00	New Charge		New Fee for additional lease length
Re	C&C 139 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (20 Year lease) (includes 1 standard inscription)	Each	£0.00	£625.00	£625.00	New Charge		New Fee for additional lease length
Re	C&C 140 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (30 Year lease) (includes 1 standard inscription)	Each	£0.00	£830.00	£830.00	New Charge		New Fee for additional lease length
Re	C&C 141 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (50 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,210.00	£1,210.00	New Charge		New Fee for additional lease length
Re	C&C 142 Cemetery and Crematorium	Cemetery and Crematorium	Single vase block (75 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,730.00	£1,730.00	New Charge		New Fee for additional lease length
Re	C&C 143 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£75.00	£150.00	£75.00	100.00%		
Re	C&C 144 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.80	£0.45	19.15%		
Re	C&C 145 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbican plaque (10 Year lease) (includes 1 standard inscription)	Each	£375.00	£375.00	£0.00	0.00%		
Re	C&C 146 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbican plaque (15 Year lease) (includes 1 standard inscription)	Each	£0.00	£465.00	£465.00	New Charge		New Fee for additional lease length

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 147 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbican plaque (20 Year lease) (includes 1 standard inscription)	Each	£0.00	£555.00	£555.00	New Charge		New Fee for additional lease length
Re	C&C 148 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbican plaque (30 Year lease) (includes 1 standard inscription)	Each	£0.00	£740.00	£740.00	New Charge		New Fee for additional lease length
Re	C&C 149 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbican plaque (50 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,075.00	£1,075.00	New Charge		New Fee for additional lease length
Re	C&C 150 Cemetery and Crematorium	Cemetery and Crematorium	Memorial barbican plaque (75 Year lease) (includes 1 standard inscription)	Each	£0.00	£1,540.00	£1,540.00	New Charge		New Fee for additional lease length
Re	C&C 151 Cemetery and Crematorium	Cemetery and Crematorium	Photo inscription	Each	£75.00	£75.00	£0.00	0.00%		
Re	C&C 152 Cemetery and Crematorium	Cemetery and Crematorium	Additional inscription	per letter	£2.35	£2.35	£0.00	0.00%		
Re	C&C 153 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (5 year lease) (includes 1st standard inscription)	Each	£0.00	£1,750.00	£1,750.00	New Charge		New Product
Re	C&C 154 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (10 year lease) (includes 1st standard inscription)	Each	£0.00	£2,275.00	£2,275.00	New Charge		New Product
Re	C&C 155 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (15 year lease) (includes 1st standard inscription)	Each	£0.00	£2,625.00	£2,625.00	New Charge		New Product
Re	C&C 156 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (20 year lease) (includes 1st standard inscription)	Each	£0.00	£3,150.00	£3,150.00	New Charge		New Product
Re	C&C 157 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (30 year lease) (includes 1st standard inscription)	Each	£0.00	£4,200.00	£4,200.00	New Charge		New Product
Re	C&C 158 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (50 year lease) (includes 1st standard inscription)	Each	£0.00	£6,125.00	£6,125.00	New Charge		New Product



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 159 Cemetery and Crematorium	Cemetery and Crematorium	Sanctum 4 (75 year lease) (includes 1st standard inscription)	Each	£0.00	£8,750.00	£8,750.00	New Charge		New Product
Re	C&C 160 Cemetery and Crematorium	Cemetery and Crematorium	Additional memorials from catalogue	Each	Price on application	Price on application	N/A	N/A		
Re	C&C 161 Cemetery and Crematorium	Cemetery and Crematorium	Lease renewal	Each	75% of the current new lease price	75% of the current new lease price	N/A	N/A		
S. Spring bulbs to be planted by cemetery staff										
Re	C&C 162 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (15 bulbs)	Each	£8.33	£8.33	£0.00	0.00%		
Re	C&C 163 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (50 bulbs)	Each	£25.00	£25.00	£0.00	0.00%		
Re	C&C 164 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (100 bulbs)	Each	£41.66	£41.66	£0.00	0.00%		
Re	C&C 165 Cemetery and Crematorium	Cemetery and Crematorium	Crocus (200 bulbs)	Each	£66.66	£66.66	£0.00	0.00%		
Re	C&C 166 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (15 bulbs)	Each	£12.50	£12.50	£0.00	0.00%		
Re	C&C 167 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (50 bulbs)	Each	£33.33	£33.33	£0.00	0.00%		
Re	C&C 168 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (100 bulbs)	Each	£58.33	£58.33	£0.00	0.00%		
Re	C&C 169 Cemetery and Crematorium	Cemetery and Crematorium	Daffodil (200 bulbs)	Each	£100.00	£100.00	£0.00	0.00%		
Re	C&C 170 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (15 bulbs)	Each	£8.33	£8.33	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C 171 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (50 bulbs)	Each	£25.00	£25.00	£0.00	0.00%		
Re	C&C 172 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (100 bulbs)	Each	£41.66	£41.66	£0.00	0.00%		
Re	C&C 173 Cemetery and Crematorium	Cemetery and Crematorium	Tulip (200 bulbs)	Each	£66.66	£66.66	£0.00	0.00%		
Re	C&C 174 Cemetery and Crematorium	Cemetery and Crematorium	Other varieties can be purchased	Each	Price on application	Price on application	N/A	N/A		
Traffic Control										
Re	C&C 175 Cemetery and Crematorium	Cemetery and Crematorium	Traffic Management	Per funeral	£0.00	£250.00	£250.00	New Charge		New fee principally for weekend and Friday cremations, which tend to have a large number of mourners.
Milesplit New Cemetery										
All fees and charges currently charged at Hendon Cemetery & Crematorium will be replicated at Milesplit New Cemetery as applicable.										

**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P1	Surrendered Vehicle Disposal	Parking	End of Life Surrender and disposal	Annual	£60.00	£60.00	£0.00	0.00%		
P2	Schools Permit	Parking	Annual	Annual	£190.00	£190.00	£0.00	0.00%		
P3	Key Worker Permits	Parking	Annual	Annual	£190.00	£190.00	£0.00	0.00%	Introduced 10/06/2019	
P4	Essential Service Vouchers	Parking	Full-day essential service vouchers	1 Day	£2.50	£2.50	£0.00	0.00%		
P5	Car Club Permits	Parking	To allow car club permit vehicles to park within the borough	Annual	£1,260.00	£1,260.00	£0.00	0.00%		
P6	Restricted Car Park Permit	Parking	Restricted Off Street Location Annual Car Park Permit	Annual	£350.00	£350.00	£0.00	0.00%		
P7	Resident Car Park Permit	Parking	Resident only bays in off street car parks	Annual	£200.00	£200.00	£0.00	0.00%		
P8	Business Permit	Parking	Specific vehicle, g/CO2/km: 0	Annual	£200.00	£200.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P9	Business Permit	Parking	Specific vehicle, g/CO2/km: 1-50	Annual	£262.50	£262.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P11	Business Permit	Parking	Specific vehicle, g/CO2/km: 76-90	Annual	£525.00	£525.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P12	Business Permit	Parking	Specific vehicle, g/CO2/km: 91-100	Annual	£525.00	£525.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P13	Business Permit	Parking	Specific vehicle, g/CO2/km: 101-110	Annual	£525.00	£525.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P14	Business Permit	Parking	Specific vehicle, g/CO2/km: 111-130	Annual	£577.50	£577.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P15	Business Permit	Parking	Specific vehicle, g/CO2/km: 131-150	Annual	£577.50	£577.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P16	Business Permit	Parking	Specific vehicle, g/CO2/km: 151-170	Annual	£656.25	£656.25	£0.00	0.00%	2019-20 charge from 16/09/19	
P17	Business Permit	Parking	Specific vehicle, g/CO2/km: 171-190	Annual	£656.25	£656.25	£0.00	0.00%	2019-20 charge from 16/09/19	
P18	Business Permit	Parking	Specific vehicle, g/CO2/km: 191-200	Annual	£656.25	£656.25	£0.00	0.00%	2019-20 charge from 16/09/19	
P19	Business Permit	Parking	Specific vehicle, g/CO2/km: 201-225	Annual	£787.50	£787.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P20	Business Permit	Parking	Specific vehicle, g/CO2/km: 226-255	Annual	£787.50	£787.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P21	Business Permit	Parking	Specific vehicle, g/CO2/km: 256+	Annual	£787.50	£787.50	£0.00	0.00%	2019-20 charge from 16/09/19	
P22	Business Permit Diesel Surcharge	Parking	Annual	Annual	£10.00	£10.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P23	Business Permit	Parking	Any vehicle	Annual	£1,272.00	£1,272.00	£0.00	0.00%	2019-20 charge from 16/09/19	
P24	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 0	Annual	£500.00	£500.00	£0.00	0.00%	Introduced 16/09/19	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P25	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 1-50	Annual	£656.25	£656.25	£0.00	0.00%	Introduced 16/09/19	
P26	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 51-75	Annual	£1,181.25	£1,181.25	£0.00	0.00%	Introduced 16/09/19	
P27	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 76-90	Annual	£1,312.50	£1,312.50	£0.00	0.00%	Introduced 16/09/19	
P28	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 91-100	Annual	£1,312.50	£1,312.50	£0.00	0.00%	Introduced 16/09/19	
P29	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 101-110	Annual	£1,312.50	£1,312.50	£0.00	0.00%	Introduced 16/09/19	
P30	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 111-130	Annual	£1,443.75	£1,443.75	£0.00	0.00%	Introduced 16/09/19	
P31	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 131-150	Annual	£1,443.75	£1,443.75	£0.00	0.00%	Introduced 16/09/19	
P32	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 151-170	Annual	£1,640.63	£1,640.63	£0.00	0.00%	Introduced 16/09/19	
P33	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 171-190	Annual	£1,640.63	£1,640.63	£0.00	0.00%	Introduced 16/09/19	
P34	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 191-200	Annual	£1,640.63	£1,640.63	£0.00	0.00%	Introduced 16/09/19	
P35	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 201-225	Annual	£1,968.75	£1,968.75	£0.00	0.00%	Introduced 16/09/19	
P36	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 226-255	Annual	£1,968.75	£1,968.75	£0.00	0.00%	Introduced 16/09/19	
P37	Contractor Permit	Parking	Specific vehicle, g/CO2/km: 256+	Annual	£1,968.75	£1,968.75	£0.00	0.00%	Introduced 16/09/19	
P38	Contractor Permit Diesel Surcharge	Parking	Annual	Annual	£10.00	£10.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P39	Contractor Permit	Parking	Any vehicle	Annual	£3,152.00	£3,152.00	£0.00	0.00%	Introduced 16/09/19	
P40	Doctors	Parking	Doctors	Annual	£200.00	£200.00	£0.00	0.00%		
P41	Builders	Parking	Specific vehicle	Monthly	£38.00	£38.00	£0.00	0.00%		
P42	Builders	Parking	Specific vehicle	Annual	£310.00	£310.00	£0.00	0.00%		
P43	Builders	Parking	Any vehicle	Monthly	£76.00	£76.00	£0.00	0.00%		
P44	Builders	Parking	Any vehicle	Annual	£620.00	£620.00	£0.00	0.00%		
P45	Carers	Parking	Annual	Annual	Free	Free	£0.00	0.00%		
P46	Religious Permit	Parking	First Vehicle	Annual	£40.00	£40.00	£0.00	0.00%		
P47	Religious Permit Surcharge	Parking	2nd or 3rd vehicle	Annual	£30.00	£30.00	£0.00	0.00%		
P48	Members	Parking	Member Permit	Annual	Free	Free	£0.00	0.00%		
P49	Admin Fee	Parking	Amendments to existing permit		£0.00	£0.00	£0.00	new		
P50	Admin Fee	Parking	Permit refunds		£0.00	£0.00	£0.00	new		
P51	Bay Suspensions	Parking	One Bay Suspension for One Day	One Day	See comments	See comments	£0.00	0.00%	£130 Application Fee plus £40 per day per bay for Resident Bays and £55 per day per bay for Pay and Display Bays.	
P52	Resident Permit	Parking	g/CO2/km: 0	Annual	£15.00	£15.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P53	Resident Permit	Parking	g/CO2/km: 1-50	Annual	£25.00	£25.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P54	Resident Permit	Parking	g/CO2/km: 51-75	Annual	£25.00	£25.00	£0.00	0.00%	2019-20 Charge from 16/09/19	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P55	Resident Permit	Parking	g/CO2/km: 76-90	Annual	£50.00	£50.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P56	Resident Permit	Parking	g/CO2/km: 91-100	Annual	£50.00	£50.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P57	Resident Permit	Parking	g/CO2/km: 101-110	Annual	£50.00	£50.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P58	Resident Permit	Parking	g/CO2/km: 111-130	Annual	£65.55	£65.55	£0.00	0.00%	2019-20 Charge from 16/09/19	
P59	Resident Permit	Parking	g/CO2/km: 131-150	Annual	£71.25	£71.25	£0.00	0.00%	2019-20 Charge from 16/09/19	
P60	Resident Permit	Parking	g/CO2/km: 151-170	Annual	£85.50	£85.50	£0.00	0.00%	2019-20 Charge from 16/09/19	
P61	Resident Permit	Parking	g/CO2/km: 171-190	Annual	£99.75	£99.75	£0.00	0.00%	2019-20 Charge from 16/09/19	
P62	Resident Permit	Parking	g/CO2/km: 191-200	Annual	£114.00	£114.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P63	Resident Permit	Parking	g/CO2/km: 201-225	Annual	£142.50	£142.50	£0.00	0.00%	2019-20 Charge from 16/09/19	
P64	Resident Permit	Parking	g/CO2/km: 226-255	Annual	£171.00	£171.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P65	Resident Permit	Parking	g/CO2/km: 256+	Annual	£182.25	£182.25	£0.00	0.00%	2019-20 Charge from 16/09/19	
P66	Resident Permit Surcharge	Parking	2, 3 or 4th vehicle	Annual	£25.00	£25.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P67	Resident Permit Diesel Surcharge	Parking	Annual	Annual	£10.00	£10.00	£0.00	0.00%	2019-20 Charge from 16/09/19	
P68	Resident Permit 7 seater discount	Parking		N/A	See comments	See comments	£0.00	0.00%	50% discount for vehicles with 7 seats or more, or a fixed price of £65, whichever is the greatest 2019-20 Charge from 16/09/19	
P69	Resident Visitor Vouchers	Parking	All controlled parking zones, except Event Day, visitor vouchers. Sold in batches of 4 visitor vouchers, minimum purchase is 12 vouchers with a maximum per household of 200 in any 12 month period.	12 Month Period	£1.10	£1.10	£0.00	0.00%	Price per voucher	
P70	Event Day Visitor Vouchers	Parking	Event Day controlled parking zone visitor vouchers with a maximum per household or workplace of 88 in any 12 month period.	12 Month Period	£1.10	£1.10	£0.00	0.00%	First 16 in any 12 month period uncharged under Saracens agreement	
P71	On Street Parking Charges	Parking	Payment to Park		See comments	See comments	£0.00	0.00%	As per location, local signage and Traffic Management Order 2019-20 Charge from 17/06/19	
P72	Off Street Parking Charges	Parking	Payment to Park		See comments	See comments	£0.00	0.00%	As per location, local signage and Traffic Management Order 2019-20 Charge from 17/06/19	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P73	Parking Voucher	Parking	Sold in batches of 4	one hour	£2.56	£2.56	£0.00	0.00%	2019-20 Charge from 17/06/19	
P74	Parking Voucher	Parking	Sold in batches of 4	half hour	£1.28	£1.28	£0.00	0.00%	2019-20 Charge from 17/06/19	

Fees and Charges 2020/21

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

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Children Centres		Parkfield child care		Age 2	Per Child Per Hour	£6.12	£6.12	£0.00	0.00%		
Children Centres		Parkfield child care		Age 3-4	Per Child Per Hour	£5.87	£5.87	£0.00	0.00%		
Children Centres		Meals		Children Centre - Parkfield	Per Child Per Hour	£2.31	£2.31	£0.00	0.00%		
Children Centres		Wingfield child care		Age 2	Per Child Per Hour	£5.97	£5.97	£0.00	0.00%		
Children Centres		Wingfield child care		Age 3-4	Per Child Per Hour	£5.71	£5.71	£0.00	0.00%		
Children Centres		Meals		Children Centre - Wingfield	Per Child Per Hour	£2.14	£2.14	£0.00	0.00%		
Children Centres		Newstead Child care		Age 2	Per Child Per Hour	£6.38	£6.38	£0.00	0.00%		
Children Centres		Newstead Child care		Age 3-4	Per Child Per Hour	£6.24	£6.24	£0.00	0.00%		
0 - 19 Early Help Service Traded Service & Programmes		Holiday Programmes		Taster / Entry Activity	Per Day	£5.00	£5.00	£0.00	0.00%	Charges for taster sessions or one off delivery which does not involve a technical tutor or specialised equipment. i.e. session under one hour	
0 - 19 Early Help Service Traded Service & Programmes		Holiday Programmes		Taster / Entry Activity	Half Day	£3.00	£3.00	£0.00	0.00%	Courses which are free of delivery costs but require minimum charge due to administration requirements. i.e. charitable courses offered or where resources such as snacks are required	
0 - 19 Early Help Service Traded Service & Programmes		Holiday Programmes		Generic Activity	Per Day	£10.00	£10.00	£0.00	0.00%	Activities/Course charges per hour for sessions which require a tutor, resources/venue i.e. sports, circus skills, arts and crafts	
0 - 19 Early Help Service Traded Service & Programmes		Holiday Programmes		Generic Activity	Half Day	£6.00	£6.00	£0.00	0.00%	Charges for taster sessions or one off delivery which does not involve a technical tutor or specialised equipment. i.e. session under one hour.	
0 - 19 Early Help Service Traded Service & Programmes		Holiday Programmes		Specialised Activity	Per Day	£16.00	£20.00	£4.00	25.00%	Specialised activity charges per hour for delivery which require specialised qualified tutors or specialised equipment for delivery for activities which are held throughout the year	

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
0 - 19 Early Help Service Traded Service & Programmes		Holiday Programmes		Specialised Activity	Half Day	£9.00	£9.00	£0.00	0.00%	Specialised activity charges for sessions which run for 1.5 hours which are either a combination of taster sessions and/or tutor required with resources/equipment.	
0 - 19 Early Help Service Traded Service & Programmes		Duke of Edinburgh		Bronze Award Enrolment Fee	Per Award	£30.00	£30.00	£0.00	0.00%	Participant online e-dofe account which is required for participation. Administration charge included.	
0 - 19 Early Help Service Traded Service & Programmes		Duke of Edinburgh		Silver Award Enrolment Fee	Per Award	£30.00	£30.00	£0.00	0.00%	Participant online e-dofe account which is required for participation. Administration charge included.	
0 - 19 Early Help Service Traded Service & Programmes		Duke of Edinburgh		Gold Award Enrolment Fee	Per Award	£35.00	£35.00	£0.00	0.00%	Participant online e-dofe account which is required for participation. Administration charge included.	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Catering E.G. Professional Gas Bbq		£85.00	£85.00	£0.00	0	Catering Items for Hire	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Dofe E.G. Compass, Survival Bags, Waterproofs	Per Item	£4.00	£4.00	£0.00	0	Kit Hire - individual pricing for hire rather than full kit hire	
0 - 19 Early Help Service Traded Service & Programmes		Duke of Edinburgh		Bronze Award Kit Hire	Per Award	£30.00	£30.00	£0.00	0.00%	Kit hire for expeditions. Rucksack, water proof coat and trousers, sleeping bag, liner, emergency sack, head torch, compass, *walking boots - if available	new
0 - 19 Early Help Service Traded Service & Programmes		Duke of Edinburgh		Silver Award Kit Hire	Per Award	£40.00	£40.00	£0.00	0.00%	Kit hire for expeditions. Rucksack, water proof coat and trousers, sleeping bag, liner, emergency sack, head torch, compass, *walking boots - if available	new
0 - 19 Early Help Service Traded Service & Programmes		Duke of Edinburgh		Gold Award Kit Hire	Per Award	£50.00	£50.00	£0.00	0.00%	Kit hire for Mountain terrain expeditions. Rucksack, water proof coat and trousers, sleeping bag, liner, emergency sack, head torch, compass, *walking boots - if available	new
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Staging & Theatre E.G. Extension Leads	Per Item	£4.00	£4.00	£0.00	0.00%	Equipment for hire with lighting Box for Theatre Productions	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Lighting Box and Rig		£75.00	£75.00	£0.00	0.00%	FYC or CV Lighting Rig hire - standard day rate	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Hire of Theatre, Blue Room, Foyer and PA System / lighting Box for Theatre Productions		£225.00	£225.00	£0.00	0.00%	Hourly Rate for Hire of FYC Theatre, Foyer and PA System / CV Hall, stage, kitchen area, reception and PA System including lighting Box for Theatre Productions	



Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
0 - 19 Early Help Service Traded Service & Programmes		Large Room		Standard	Per hour	£27.00	£30.00	£3.00	11.11%	Charges for Large or Specialised spaces which include: FYC Café area, Dance Studio and Theatre (80 - 100 seats), CV Kitchen, CV Outside Garden Space, CV Hall(80 - 150 seats). Hire charge per hour	
0 - 19 Early Help Service Traded Service & Programmes		Medium Space		Standard	Per hour	£20.30	£22.50	£2.20	10.84%	Medium Rooms which accommodate 10 - 30 people. CV - Meeting/Training Room, Red Room, Lower and Upper Mezanies Space. FYC Blue Room	
0 - 19 Early Help Service Traded Service & Programmes		Small Space		Standard	Per hour	£13.50	£15.07	£1.57	11.63%	Small Rooms which accommodate 2 - 3 people FYC Mazeanine, CV one to one room	
0 - 19 Early Help Service Traded Service & Programmes		Theatre Production Booking. Full Day Hire 12 hours		Standard		£600.00	£600.00	£0.00	0.00%	Full Day booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Includes PA System and Lighting Box. Full Day Hire	new
0 - 19 Early Help Service Traded Service & Programmes		Theatre Production Booking. Per Hour. Minimum of 3 Hour Hire		Standard		£100.00	£100.00	£0.00	0.00%	Booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Includes PA System and Lighting Box per hour. Minimum of 3 Hour Booking	new
0 - 19 Early Help Service Traded Service & Programmes		Membership on Provider Directory on 0 - 19 Website		Standard		£500.00	£500.00	£0.00	0.00%	ANNUAL CHARGE for Provider Directory where the Provider will have their company link and course details. Companies will be vetted to meet suitability of 0 - 19 website	new
0 - 19 Early Help Service Traded Service & Programmes		Homepage TOP Banner - Advertising space peak times		Standard		£250.00	£250.00	£0.00	0.00%	MONTHLY advertising on homepage TOP banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes		Homepage BOTTOM Banner - Advertising space on website off peak		Standard		£200.00	£200.00	£0.00	0.00%	MONTHLY advertising on homepage BOTTOM banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes		Miscellaneous Pages - Banner Advertising space on website		Standard		£150.00	£150.00	£0.00	0.00%	MONTHLY advertising on miscellaneous pages on 0 -19 Website	new

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
0 - 19 Early Help Service Traded Service & Programmes		Parent Membership for 0 - 19 EH Website		Standard		£25.00	£25.00	£0.00	0.00%	Annual membership for 0 - 19 EH Service offer gives 'early bird' access to courses offered for holiday programmes advertised.	new
0 - 19 Early Help Service Traded Service & Programmes		Large Room		Partnership/charitable	Per hour	£20.30	£22.50	£2.20	10.84%	Charges for Large or Specialised spaces which include: FYC Café area, Dance Studio and Theatre (80 - 100 seats), CV Kitchen, CV Outside Garden Space, CV Hall(80 - 150 seats). Hire charge per hour	
0 - 19 Early Help Service Traded Service & Programmes		Medium Space		Partnership/charitable	Per hour	£13.50	£15.07	£1.57	11.63%	Medium Rooms which accommodate 10 - 30 people. CV - Meeting/Training Room, Red Room, Lower and Upper Mezanies Space. FYC Blue Room	
0 - 19 Early Help Service Traded Service & Programmes		Small Space		Partnership/charitable	Per hour	£13.50	£14.07	£0.57	4.22%	Small Rooms which accommodate 2 - 3 people FYC Mazeanine, CV one to one room	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Lighting Box and Rig		£50.00	£50.00	£0.00	0.00%	FYC or CV Lighting Rig hire - partnership day rate	
0 - 19 Early Help Service Traded Service & Programmes		Equipment		Partnership/charitable	Per Item	£4.00	£4.00	£0.00	0.00%	Equipment for hire with lighting Box for Theatre Productions	
0 - 19 Early Help Service Traded Service & Programmes		Hire of Theatre, Blue Room, Foyer and PA System / lighting Box for Theatre Productions		Partnership/charitable		£200.00	£200.00	£0.00	0.00%	Hourly Rate for Hire of FYC Theatre, Foyer and PA System / CV Hall, stage, kitchen area, reception and PA System including lighting Box for Theatre Productions	new
0 - 19 Early Help Service Traded Service & Programmes		Theatre Production Booking. Full Day Hire		Partnership Rate		£550.00	£550.00	£0.00	0.00%	Full Day booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Or CV Hire seating 100 - 120 with kitchen, summer house and reception area Includes PA System and Lighting Box. Full Day Hire	new

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
0 - 19 Early Help Service Traded Service & Programmes		Theatre Production Booking. Per Hour. Minimum of 3 Hour Hire		Partnership Rate		£100.00	£100.00	£0.00	0.00%	Full Day booking for Theatre Hire for Productions. All Area Access, Theatre with seating for 80 - 100 people. Dance Studio, Blue Room (behind theatre). Foyer for entrance including café area. Or CV Hire seating 100 - 120 with kitchen, summer house and reception area Includes PA System and Lighting Box. Full Day Hire Includes PA System and Lighting Box per hour. Minimum of 3 Hour Booking	new
0 - 19 Early Help Service Traded Service & Programmes		Membership on Provider Directory on 0 - 19 Website		Standard		£400.00	£400.00	£0.00	0.00%	ANNUAL CHARGE for Provider Directory where the Provider will have their company link and course details. Companies will be vetted to meet suitability of 0 - 19 website	new
0 - 19 Early Help Service Traded Service & Programmes		Homepage TOP Banner - Advertising space peak times		Standard		£200.00	£200.00	£0.00	0.00%	MONTHLY advertising on homepage TOP banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes		Homepage BOTTOM Banner - Advertising space on website off peak		Standard		£150.00	£150.00	£0.00	0.00%	MONTHLY advertising on homepage BOTTOM banner Space on 0 -19 Website	new
0 - 19 Early Help Service Traded Service & Programmes		Miscellaneous Pages - Banner Advertising space on website		Standard		£100.00	£100.00	£0.00	0.00%	MONTHLY advertising on miscellaneous pages on 0 -19 Website	new
Play Team charges		Holiday programmes		Holiday Schemes	Per day	£18.36	£18.36	£0.00	0.00%		
Play Team charges		Holiday programmes		Holiday Schemes - Siblings charge	Per day	£14.79	£14.79	£0.00	0.00%		
Play Team charges		Holiday programmes		Holiday schemes including aftercare	Per day	£22.95	£22.95	£0.00	0.00%		
Play Team charges		Holiday programmes		Holiday Schemes including aftercare - Siblings charge	Per day	£19.38	£19.38	£0.00	0.00%		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - Contact supervisor (min time period 3 hours)	Per hour	£28.90	£28.90	£0.00	0.00%		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekend - Contact supervisor (min time period 3 hours)	Per hour	£43.50	£43.50	£0.00	0.00%		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - A room hire only	Per hour	£23.20	£23.20	£0.00	0.00%		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekend - A room hire only	Per hour	£34.70	£34.70	£0.00	0.00%		
Library Service fees and charges (not amended in libraries Review)		Printing/ photocopying		Black & white A4	Per sheet	£0.20	£0.20	£0.00	0.00%		

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

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Small room (capacity 6-15) per hour outside library opening hours	£25.50	£25.50	£0.00	0.00%	Out of library opening hours.	
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour in library opening hours	£10-15	£10-15	£0.00	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Medium sized room (capacity 16-30) per hour outside library opening hours	£25.50	£25.50	£0.00	0.00%	Out of library opening hours	
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour in library opening hours	£20-30	£20-30	£0.00	0.00%	In library opening hours. Concession for registered charities and not for profit organisations	
Library Service fees and charges (not amended in libraries review)		Room hire		This charge is levied for the hire of community space in libraries	Large room (31+) per hour outside library opening hours	£45.50	£45.50	£0.00	0.00%	Out of library opening hours	
Library Service fees and charges (not amended in libraries review)	Library Service fees and charges (not amended in libraries Review)			This charge is levied for the use of display cabinets and windows in libraries	Per cabinet/window per week - external	£25.00	£25.00	£0.00	0.00%		
Library Service fees and charges (not amended in libraries review)	Library Service fees and charges (not amended in libraries Review)			This charge is levied for the use of display cabinets and windows in libraries	Per cabinet/window per week - internal	£20.00	£20.00	£0.00	0.00%		
Library review amended fees and charges		Adult Book Fines		This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	Per Day, Per Item	£0.25	£0.25	£0.00	0.00%		

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library review amended fees and charges		Child Book Fines		This charge would be levied for the late return of child and teen book items. Items can now be renewed 24/7 online or by phone	Per day, Per item	£0.05	£0.05	£0.00	0.00%		
		Reservation, No Notification/ email (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£1.00	£1.00	£0.00	0.00%		
Library review amended fees and charges		Reservation, Postal Notification (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£1.00	£1.00	£0.00	0.00%	Plus 2nd Class Post	
Library review amended fees and charges		Reservation, No Notification/ email notification (Barnet stock)		Customers are notified by email that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	Per item	£0.00	£0.00	£0.00	0.00%		
Library review amended fees and charges		Reservation, Postal Notification (Barnet stock)		Customers are notified by post that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	Per item	2nd class postage only	2nd class postage only	£0.00	0.00%		
Library review amended fees and charges		Late return fees for items borrowed from the British library		This charge is levied where items borrowed from the British Library are returned late	Per item	£4.55	£4.55	£0.00	0.00%		
Library charges existing but missing		Reservations from the British Library		This charge is levied where items are borrowed from the British Library	Per item	£4-6	£4-6	£0.00	0.00%		

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library review amended fees and charges		One off events		This includes a range of author and cultural events. A mix of charges would be applied dependent upon the cost of hosting the specific event and its intended audience. These are in addition to the core service of events which remains free.	Per session, per person	£0 up to £21	£0 up to £21	£0.00	0.00%		
Library review amended fees and charges		Training courses for professionals and organisations (1/2 day - off the peg)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per delegate	£75.00	£75.00	£0.00	0.00%		
Library review amended fees and charges		Training courses for professionals and organisations (1/2 day - bespoke)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per organisation	£400.00	£400.00	£0.00	0.00%		
Library review amended fees and charges		Local History Training/ Talks for organisations (bespoke)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per session	£75.00	£75.00	£0.00	0.00%		
Library review amended fees and charges		Music Sets And Scores for choirs based in Barnet		Subscription fee	Per subscription Per annum	Loan charge of 25p per score per month (min 2 month loan)	Loan charge of 25p per score per month (min 2 month loan)	£0.00	0.00%		
Library review amended fees and charges		Music Sets And Scores for choirs based in Barnet		Overdue charge	Per score, Per week	25p per score, Per month/ part month	25p per score, Per month/ part month	£0.00	0.00%		
Library review amended fees and charges		Music Sets And Scores for all choirs		Courier delivery charge for direct delivery	Per box	£5.00	£5.00	£0.00	0.00%		
Library review amended fees and charges		Music Sets And Scores for all choirs		Cancellation fee for every score ordered but then not required	Per title	£10.00	£10.00	£0.00	0.00%		

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Library review amended fees and charges		Music Sets And Scores for all choirs		Administration fee to replace lost items. This is payable by music groups and organisations.	Per set lost	£10.00 + cost of replacement	£10.00 + cost of replacement	£0.00	0.00%		
Library review amended fees and charges		Music Sets And Scores for choirs based outside Barnet		Subscription fee	Per subscription Per annum	Loan charge of 35p per score per month (min 2 month loan)	Loan charge of 35p per score per month (min 2 month loan)	£0.00	0.00%		
Library review amended fees and charges		Music Sets And Scores for choirs based outside Barnet		Overdue charge	Per score, Per week	35p per score, Per month/ part month	35p per score, Per month/ part month	£0.00	0.00%		
Library review amended fees and charges		Music Sets And Scores		Charge made to other Boroughs for the loan of Barnet sets and scores	Per 20 items	£12.00	£12.00	£0.00	0.00%		
Library charges - new		soft play hire party booking package		Hire charge	Per booking of 3 hours	£180.00	£180.00	£0.00	0.00%		
Library charges existing but missing		Play sets		Subscription fee to play sets service	Per subscription, per annum	£25.00	£25.00	£0.30	0.00%		
School Libraries Resources Service		Subscription		Annual fee to Barnet schools	Per year, per pupil	£7.25	£7.55	£0.30	4.14%		The School Libraries and Resources Service are a traded service. Subscribing schools are entitled to collections of resources to support teaching and learning in the classroom, as well as INSET training and professional advice regarding libraries, reading and information skills
School Libraries Resources Service		Subscription		Fee for 1/2 year subscription	Per 1/2 year, per pupil	£4.70	£4.90	£0.20	4.26%		
School Libraries Resources Service		Subscription		Fee for 1 term	Per term, per pupil	£3.30	£3.50	£0.20	6.06%		
School Libraries Resources Service		Subscription		Fee for half term	Per 1/2 ter, per pupil	£1.70	£1.80	£0.10	5.88%		
School Libraries Resources Service		Subscription		Annual fee for non Barnet schools	Per year, per pupil	£8.35	£8.65	£0.30	3.59%		
School Libraries Resources Service		Subscription		Fee for 1/2 year subscription for non Barnet schools	Per 1/2 year, per pupil	£5.43	£5.65	£0.22	4.05%		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
School Libraries Resources Service	Subscription		Fee for 1 term for non Barnet schools	Per term, per pupil	£3.66	£3.80	£0.14	3.83%		
School Libraries Resources Service	Subscription		Fee for half-term for non-Barnet schools	Per 1/2 term, per pupil	£1.87	£1.95	£0.08	4.28%		
School Libraries Resources Service	Subscription		One-off fee 'try me' (Barnet schools)	Per pupil, per term	£3.30	£3.50	£0.20	6.06%		
School Libraries Resources Service	Subscription		One-off fee 'try me' (non Barnet schools)	Per pupil, per term	£3.66	£3.80	£0.14	3.83%		
School Libraries Resources Service	Topic box		Topic box (box containing circa 40 books on a specific topic area)	Per topic box, per 1/2 term	£85.00	£85.00	£0.00	0.00%		
School Libraries Resources Service	artefact		Box of artefacts to be used in the classroom to support teaching and learning	Per box, per 1/2 term	£85.00	£85.00	£0.00	0.00%		
School Libraries Resources Service	Secondary schools pay as you go registration fee		Fee to register for pay as you go topic boxes - one off admin charge	Per school	£220.00	£220.00	£0.00	0.00%		
School Libraries Resources Service	Secondary schools pay as you go loans (20 books per loan)		Charge for as and when loan collections	Per collection of 20 books, per school	£40.00	£40.00	£0.00	0.00%		
School Libraries Resources Service	Guided reading sets		Charge for the loan of guided reading sets	Per class, per year	£135.00	£135.00	£0.00	0.00%		
School Libraries Resources Service	Long-term book loan		Charge for the long-term loan of books to support school libraries	300 books for 6 months	£425.00	£425.00	£0.00	0.00%		
School Libraries Resources Service	Long-term book loan		Charge for the long-term loan of books to support school libraries	300 books for 12 months	£810.00	£810.00	£0.00	0.00%		
School Libraries Resources Service	Professional consultancy		Specialist advice regarding libraries, reading and information skills (Barnet schools)	Per hour	£40.00	£40.00	£0.00	0.00%	First 2 hours free	

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





**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS1	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 1100 litre bin including delivery. The bin remains property of the Council	Per Bin	£478.20	£495.89	£17.69	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS2	Communal Collection/Flats recycling bins	Street Scene Service Delivery	Frame for flats recycling bins	Per frame	£553.27	£573.74	£20.47	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS3	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 660 Litre bin including delivery. The bin remains property of the Council	Per Bin	£328.18	£340.32	£12.14	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS4	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr black (refuse) bin including delivery. The bin remains property of the Council	Per Bin	£52.24	£54.17	£1.93	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	
SS5	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr blue (dry recycling) bin including delivery.. The bin remains property of the Council	Per Bin	£36.57	£37.92	£1.35	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	
SS6	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for additional 240 ltr blue (dry recycling) bin including delivery. The bin remains property of the Council	Per Bin	£52.24	£54.17	£1.93	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS7	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Charge for 240 ltr green (garden) bin including delivery. The bin remains property of the Council	Per Bin	£52.24	£54.17	£1.93	3.70%	Bin requirements and entitlements are based on the Environment Committee report from the 05/06/2018. Refurbished bins can be used at anytime.	
SS8	Recycling and Waste - Wheeled Bins	Street Scene Service Delivery	Second or more annual garden bin subscription	Per Bin per year	£70.00	£70.00	No Change	0.00%	To cover additional cost of collection of multiple bins (beyond the first free one). From January 2020	
SS9	Recycling and Waste - 4 Wheeled Bins	Street Scene Service Delivery	Lid for 4 Wheeled bin	Per Lid	£76.61	£79.44	£2.83	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS11	Recycling and Waste - 4 Wheeled Bins	Street Scene Service Delivery	Wheel for 4 Wheeled bin	Per Wheel	£0.00	£15.00	£15.00	New Charge	New - Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the pay scale a 5% increase has been applied to this charge. Charge to start January 2020.	Currently have a price for a 4 wheeled bin lid and introducing the new prices enables repairs across all bins if appropriate
SS12	Recycling and Waste - 2 Wheeled Bins	Street Scene Service Delivery	Wheel for 2 Wheeled bin	Per Wheel	£0.00	£15.00	£15.00	New Charge	New - Due to over and above inflationary rates for fuel tyres and staffing at the lower end of the pay scale a 5% increase has been applied to this charge. Charge to start January 2020.	Currently have a price for a 2 wheeled bin lid and introducing the new prices enables repairs across all bins if appropriate

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS13	Bin Maintenance & Repair Works	Street Scene Service Delivery	Priced work as required by the client (cost defined by time, resources and parts used)	Per hour / Per unit	£75.00 per hour plus parts	£77.75 per hour plus parts	£2.75	3.67%	Charge for services provided at the customers request. The work required will be defined by the customers needs and priced in line with the costs of the (range of) services involved. From January 2020	
SS14	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Bin supply, delivery, rental and maintenance - 4 wheeled bins (5 year contract with bin - year 1)	Per annum	£0.00	£295.65	£295.65	New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS15	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 4 wheeled bins (5 year new bin contract - years 2 -5)	Per annum	£0.00	£98.55	£98.55	New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS16	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 4 wheeled bins (5 year contract - bins previously supplied)	Per annum	£0.00	£73.00	£73.00	New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS17	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Bin supply, delivery, rental and maintenance - 2 wheeled bins (5 year contract with bin - year 1)	Per annum	£0.00	£54.75	£54.75	New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS18	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 2 wheeled bins (5 year contract with bin - years 2 -5)	Per annum	£0.00	£21.90	£21.90	New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS19	Bin Maintenance - developers/managing agents	Street Scene Service Delivery	Ongoing bin rental and maintenance - 2 wheeled bins (5 year contract - bins previously supplied)	Per annum	£0.00	£18.25	£18.25	New Charge	New - Cost recovery option for bin supply and maintenance. An alternative to the existing bin supply and repair charges.	Receiving numerous requests for alternative to current one-off bin prices. This voluntary option enables funding of a repair service for bins across the borough and includes supply of bins.
SS20	Commercial Waste - Refuse Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£829.40	£858.00	£28.60	3.45%	Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2020	
SS21	Commercial Waste - Refuse Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£413.40	£423.80	£10.40	2.52%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS22	Commercial Waste - Refuse Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£517.40	£533.00	£15.60	3.02%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS23	Commercial Waste - Refuse Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£754.00	£780.00	£26.00	3.45%	Higher charge for customers with heavy bins who need 660L for access reasons. From January 2020	
SS24	Commercial Waste - Refuse Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£995.80	£1,032.20	£36.40	3.66%	Higher charge for customers with heavier bins to 150Kg maximum . From January 2020	
SS25	Commercial Waste - Refuse Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£985.40	£1,021.80	£36.40	3.69%	Higher charge for customers with heavy bins who need 660L for access reasons. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS26	Commercial Waste - Refuse Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£1,297.40	£1,339.00	£41.60	3.21%	Higher charge for customers with heavier bins to 150Kg maximum . From January 2020	
SS27	Commercial Waste - Recycling Band A (Up to 70Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£621.40	£642.20	£20.80	3.35%	Lower charge for customers with lighter bins up to a 70Kg maximum. From January 2020	
SS28	Commercial Waste - Recycling Band B (Up to 20Kg)	Street Scene Service Delivery	240 Litre Bins	Per container	£361.40	£374.40	£13.00	3.60%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS29	Commercial Waste - Recycling Band B (Up to 30Kg)	Street Scene Service Delivery	360 Litre Bins	Per container	£465.40	£481.00	£15.60	3.35%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS30	Commercial Waste - Recycling Band B (Up to 60Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£598.00	£618.80	£20.80	3.48%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS31	Commercial Waste - Recycling Band B (Up to 100Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£725.40	£751.40	£26.00	3.58%	Higher charge for customers with heavier bins to 150Kg maximum (glass etc). From January 2020	
SS32	Commercial Waste - Recycling Band C (Up to 100Kg)	Street Scene Service Delivery	660 Litre Bins	Per container	£725.40	£751.40	£26.00	3.58%	Higher charge for customers with heavy bins who need 660L for access reasons. From January 2020	
SS33	Commercial Waste - Recycling Band C (Up to 150Kg)	Street Scene Service Delivery	1100 Litre Bins	Per container	£881.40	£912.60	£31.20	3.54%	Higher charge for customers with heavier bins to 150Kg maximum (glass etc). From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS34	Commercial Waste - Food Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£806.00	£806.00	£0.00	0.00%	Service for businesses with gardens. From January 2020	
SS35	Commercial Waste - Garden Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£413.40	£429.00	£15.60	3.77%	Service for businesses with gardens. From January 2020	
SS36	Waste - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS37	Waste - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£423.28	£436.80	£13.52	3.19%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS38	Waste - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£537.68	£556.40	£18.72	3.48%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS39	Waste - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£609.18	£631.80	£22.62	3.71%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS40	Recycling - Collection Only	Street Scene Service Delivery	240 Litre Bins	Per container	£343.77	£356.20	£12.43	3.62%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS41	Recycling - Collection Only	Street Scene Service Delivery	360 Litre Bins	Per container	£431.29	£447.20	£15.91	3.69%	Charge adjusted to level appropriate to current service costs - use of 360s is ltd. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS42	Recycling - Collection Only	Street Scene Service Delivery	660 Litre Bins	Per container	£496.50	£514.80	£18.30	3.69%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS43	Recycling - Collection Only	Street Scene Service Delivery	1100 Litre Bins	Per container	£529.10	£548.60	£19.50	3.69%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS44	Collection Only Food Waste	Street Scene Service Delivery	140 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS45	Collection Only Food Waste	Street Scene Service Delivery	240 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS46	Collection Only Garden waste	Street Scene Service Delivery	240 Litre Bins	Per container	£357.50	£369.20	£11.70	3.27%	Service for non-commercial clients - This is a schedule 2 collection cost i.e. for schools (not standard household). From January 2020	
SS47	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£106.88	£110.83	£3.95	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS48	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Refuse Bins	Per container	£31.88	£33.06	£1.18	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS49	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£94.13	£97.61	£3.48	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS50	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Refuse Bins	Per container	£19.13	£19.84	£0.71	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS51	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£87.75	£91.00	£3.25	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS52	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Refuse Bins	Per container	£12.75	£13.22	£0.47	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS53	Commercial Waste - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£84.56	£87.69	£3.13	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS54	Commercial Waste - each additional container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Refuse Bins	Per container	£9.57	£9.92	£0.35	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS55	Commercial Waste - attend & empty first container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	£98.91	£102.57	£3.66	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS56	Commercial Waste - each additional container	Street Scene Service Delivery	1100 Litre Recycling Bins	Per container	£23.91	£24.79	£0.88	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS57	Commercial Waste - attend & empty first container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	£89.34	£92.65	£3.31	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS58	Commercial Waste - each additional container	Street Scene Service Delivery	660 Litre Recycling Bins	Per container	£14.34	£14.87	£0.53	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS59	Commercial Waste - attend & empty first container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	£84.56	£87.69	£3.13	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS60	Commercial Waste - each additional container	Street Scene Service Delivery	360 Litre Recycling Bins	Per container	£9.57	£9.92	£0.35	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS61	Commercial Waste - attend & empty first container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	£82.17	£85.21	£3.04	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS62	Commercial Waste - each additional container	Street Scene Service Delivery	240 Litre Recycling Bins	Per container	£8.27	£8.58	£0.31	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS63	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Recycling/Refuse Bins	Per container	£85.63	£88.80	£3.17	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS64	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	1100 Litre Recycling/Refuse Bins	Per container	£23.38	£24.25	£0.87	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS65	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Recycling/Refuse Bins	Per container	£81.38	£84.39	£3.01	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS66	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	660 Litre Recycling/Refuse Bins	Per container	£14.03	£14.55	£0.52	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS67	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Recycling/Refuse Bins	Per container	£79.25	£82.18	£2.93	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS68	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	360 Litre Recycling/Refuse Bins	Per container	£10.20	£10.58	£0.38	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS69	Collection Only - attend & empty first container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Recycling/Refuse Bins	Per container	£78.19	£81.08	£2.89	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS70	Collection Only - each additional container (including contaminated recycling)	Street Scene Service Delivery	240 Litre Recycling/Refuse Bins	Per container	£7.87	£8.16	£0.29	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS71	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 52	£82.94	£85.80	£2.86	3.45%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS72	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 104	£158.34	£164.32	£5.98	3.78%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS73	Commercial Refuse	Street Scene Service Delivery	Refuse Sacks	Per 208	£301.60	£312.00	£10.40	3.45%	Charge adjusted to level appropriate to current service costs. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS74	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 52	£128.70	£137.80	£9.10	7.07%	Charge adjusted to level appropriate to current service costs. From January 2020	Larger stronger sacks being provided so costs were re-evaluated
SS75	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 104	£245.70	£268.32	£22.62	9.21%	Charge adjusted to level appropriate to current service costs. From January 2020	Larger stronger sacks being provided so costs were re-evaluated
SS76	Commercial Refuse	Street Scene Service Delivery	Premium Sacks	Per 208	£468.00	£520.00	£52.00	11.11%	Charge adjusted to level appropriate to current service costs. From January 2020	Larger stronger sacks being provided so costs were re-evaluated
SS77	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 52	£68.64	£70.72	£2.08	3.03%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS78	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 104	£131.04	£135.20	£4.16	3.17%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS79	Commercial Recycling	Street Scene Service Delivery	Recycling Sacks	Per 208	£249.60	£257.92	£8.32	3.33%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS80	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 50	£56.38	£57.50	£1.12	1.99%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS81	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 100	£107.63	£110.00	£2.37	2.20%	Charge adjusted to level appropriate to current service costs. From January 2020	



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS82	Commercial Recycling	Street Scene Service Delivery	Cardboard Recycling Strips	Per 200	£205.00	£210.00	£5.00	2.44%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS83	Commercial Bin Replacement	Street Scene Service Delivery	1100 Litre Bin - Lost/stolen/broken	Per unit	£325.00	£335.00	£10.00	3.08%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS84	Commercial Bin Replacement	Street Scene Service Delivery	660 Litre Bin - Lost/stolen/broken	Per unit	£185.00	£190.00	£5.00	2.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS85	Commercial Bin Replacement	Street Scene Service Delivery	360 Litre Bin - Lost/stolen/broken	Per unit	£65.00	£67.00	£2.00	3.08%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS86	Commercial Bin Replacement	Street Scene Service Delivery	240 Litre Bin - Lost/stolen/broken	Per unit	£40.00	£41.50	£1.50	3.75%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS87	Commercial Bin Delivery or Collection	Street Scene Service Delivery	4 wheeled bin	Per bin	£50.00	£51.75	£1.75	3.50%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS88	Commercial Bin Delivery or Collection	Street Scene Service Delivery	2 wheeled bin	Per bin	£25.00	£25.75	£0.75	3.00%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS89	Event/Fete Bins - delivery & collection from site	Street Scene Service Delivery	6 to 10 bins delivered & collected	Per event	£300.00	£310.00	£10.00	3.33%	Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS90	Event/Fete Bins - delivery & collection from site	Street Scene Service Delivery	Up to 5 bins delivered & collected	Per event	£200.00	£207.50	£7.50	3.75%	Combined delivery & collection charge. After event - bins may be full (additional man is required) . From January 2020	
SS91	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Weekly collection of up to a tonne of waste	Per annum	£14,508.00	£15,050.00	£542.00	3.74%	Charge calculated to level appropriate to current service costs. From January 2020	
SS92	Commercial Refuse - Compactor Skip	Street Scene Service Delivery	Overweight - only applied to weight after 1 tonne	Per tonne	£120.00	£124.50	£4.50	3.75%	Required to ensure full cost recovery. From January 2020	
SS93	Collection Only - Compactor Skip	Street Scene Service Delivery	Collection only charge for additional collections	Per annum	£12,948.00	£13,430.00	£482.00	3.72%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS94	Barnet Allotments 12 Yard Skip	Street Scene Service Delivery	Collection of up to a tonne of green waste	Per skip	£269.37	£279.50	£10.13	3.76%	Charge calculated to level appropriate to current service costs. From January 2020	
SS95	Barnet Allotments 12 Yard Skip	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	£70.00	£72.50	£2.50	3.57%	Charge calculated to level appropriate to current service costs. From January 2020	
SS96	Barnet Allotments 12 Yard Skip	Street Scene Service Delivery	Contaminated - applied to complete load	Per tonne	£50.00	£51.75	£1.75	3.50%	Charge calculated to level appropriate to current service costs. From January 2020	
SS97	Skip Charges - Internal Clients 12 Yard Skip	Street Scene Service Delivery	Single collection - materials up to 1 tonnes	Per skip	£269.37	£279.50	£10.13	3.76%	Required to ensure full cost recovery and offer a competitive service charge. From January 2020	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS98	Skip Charges - Internal Clients	Street Scene Service Delivery	Overweight - applied to weight after 1 tonne	Per tonne	£80.00	£83.00	£3.00	3.75%	Charge calculated to level appropriate to current service costs. From January 2020	
SS99	16 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - light/medium weights up to 1.5 tonnes	Per skip	£0.00	£350.00	£350.00	New Charge	New - required to ensure full cost recovery. From January 2020	Plan is to expand on existing skip provision to provide a cost effective alternative for residents
SS100	12 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - light/medium weights up to 1.25 tonnes	Per skip	£350.00	£300.00	£-50.00	-14.29%	Charge calculated to level appropriate to current service costs. From January 2020	
SS101	8 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - medium/heavy materials up to 1 tonnes	Per skip	£350.00	£240.00	£-110.00	-31.43%	Charge calculated to level appropriate to current service costs. From January 2020	
SS102	6 Yard Skip Charges - External clients	Street Scene Service Delivery	Single collection - medium/heavy materials up to 0.75 tonnes	Per skip	£0.00	£200.00	£200.00	New Charge	New - required to ensure full cost recovery. From January 2020	Plan is to expand on existing skip provision to provide a cost effective alternative for residents
SS103	Skip Charges - External clients	Street Scene Service Delivery	Overweight - applied to skip weights exceeding the prescribed limits	Per tonne	£120.00	£124.50	£4.50	3.75%	Charge calculated to level appropriate to current service costs. From January 2020	
SS104	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Service Charge (minimum booking 3.5 hours)	Per hour	£100.00	£100.00	£0.00	0.00%	No change	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS105	Grab Lorry Hire - All clients	Street Scene Service Delivery	Grab Lorry Disposal costs	Per tonne	£120.00	£124.50	£4.50	3.75%	Required to ensure full cost recovery and offer a competitive service charge. From January 2020	
SS106	Additional Commercial Waste Clearance Services	Street Scene Service Delivery	Priced work as required by the client (cost defined by tonnages, time taken and resources used)	Per tonne/ Per hour / Per unit	£120.00 per tonne plus resources	£124.50 per tonne plus resources	£4.50	3.75%	Charge for services provided at the customers request. The work required will be defined by the customers needs and priced in line with the costs of the (range of) services involved. From January 2020	
SS107	Commercial Agreement Non-Payment	Street Scene Service Delivery	Stopped collections administration charge	Per process	£50.00	£50.00	No Change	No Change	There is a significant administrative burden due to customer non-payment and costs need to be recovered.	
SS108	Commercial Agreement Non-Payment	Street Scene Service Delivery	Bin removal or bin return charge	Per action	£50.00	£51.85	£1.85	3.70%	There is a significant burden due to customer non-payment and costs need to be recovered. From January 2020	
SS109	Bin Maintenance - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per annum	£91.25	£91.25	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	
SS110	Bin Maintenance - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per annum	£62.05	£62.05	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	
SS111	Bin Washing Service - commercial customers	Street Scene Service Delivery	4 wheeled bin charge	Per wash	£20.00	£20.00	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS112	Bin Washing Service - commercial customers	Street Scene Service Delivery	2 wheeled bin charge	Per wash	£10.00	£10.00	£0.00	0.00%	Cost recovery for the maintenance and replacement of supplied bins.	
SS113	Clinical waste collection	Street Scene Service Delivery	Individual user in own home (per bag, sharp or box)	Per unit collected	Free	Free	Free	Free	No Change	
SS114	Clinical waste collection	Street Scene Service Delivery	Residential care homes or similar (per bag, sharps or box)	Per unit collected	£33.96	£35.22	£1.26	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS115	Removal of dead domestic animals (private dwellings)	Street Scene Service Delivery	Charge for removal	Per animal	£63.33	£65.67	£2.34	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS116	Graffiti removal	Street Scene Service Delivery	Charge for 1st square metre	Per area	£63.33	£65.67	£2.34	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS117	Graffiti removal	Street Scene Service Delivery	Charge for each additional square metre	Per area	£74.48	£77.24	£2.76	3.70%	Charge adjusted to level appropriate to current service costs. From January 2020	
SS118	Commercial Agreement Administration	Street Scene Service Delivery	Customer initiated activity (account changes)	Per process	£25.00	£25.00	£0.00	0.00%	No Change	
SS119	Commercial Agreement Administration	Street Scene Service Delivery	Contract termination charge (un-notified)	Per process	10% of annual service costs	10% of annual service costs	£0.00	0.00%	No Change	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS120	Bulky & electrical items collection (Domestic Households)	Street Scene Service Delivery	Prepaid charge for removal of up to 3 non electrical items of rubbish or furniture (an additional £10 for each subsequent item up to a maximum of 10 items)	Up to 3 items	£35 up to £105	£35 up to £105	£0.00	0.00%	No Change	
SS121	Bulky & electrical items collection (Domestic Households)	Street Scene Service Delivery	An additional item - up to 10	Per additional item	£10.00	£10.00	£0.00	0.00%	No Change	

**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 1 Highways	Highways	Unlicensed Skip found on the highway	Each	£309.55	£321.31	£11.76	3.80%	This increase is in line with inflation + 2%	
Re	HW 2 Highways	Highways	Traffic sensitive site inspection charge Skips	Each	£61.50	£63.84	£2.34	3.80%	This increase is in line with inflation + 2%	
Re	HW 3 Highways	Highways	Licence to erect or retain on or over a highway any scaffolding or other structure	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 4 Highways	Highways	Licence to erect a hoarding or fence and site inspections to monitor compliance	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 5 Highways	Highways	Licence to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 6 Highways	Highways	Licence to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£185.53	£192.57	£7.05	3.80%	This increase is in line with inflation + 2%	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 7 Highways	Highways	Vehicle Crossover - Processing and monitoring of Crossover applications and works under possible alternative arrangements where works are arranged by residents rather than the Authority.	Each	£427.43	£443.67	£16.24	3.80%	This increase is in line with inflation + 2%	
Re	HW 8 Highways	Highways	Vehicle Crossover - On occasions where it is necessary for obstructions to be considered for removal in order for a crossover to be constructed such as a tree or lighting column, thereby necessitating a site visit by a tree officer/lighting engineer.	Each	£147.60	£153.21	£5.61	3.80%	This increase is in line with inflation + 2%	
Re	HW 9 Highways	Highways	Rechargeable construction Works - Vehicle Crossovers, Street Lighting, Highway Construction, Sign supply and installation etc.	Each	£248.05	£257.48	£9.43	3.80%	This increase is in line with inflation + 2%	
Re	HW 11 Highways	Highways	Section 50 Street works licence	Per licence	£534.03	£554.32	£20.29	3.80%	This increase is in line with inflation + 2%	
Re	HW 12 Highways	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	£237.80	£246.84	£9.04	3.80%	This increase is in line with inflation + 2%	



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 13 Highways	Highways	Memorial Seat/bench, up to 6ft in length, Including on-going care for 10 years.	Each Bench	£147 + £1084 for cost of bench + £139 for cost of plaque if required	£152 + £1125 for cost of bench + £144 for cost of plaque if required	£5 + £41 for cost of bench + £5 for cost of plaque if required	3.72%		
Re	HW 14 Highways	Highways	Type 1 Bronze Plaque	Each	£191.68	£198.96	£7.28	3.80%	This increase is in line with inflation + 2%	
Re	HW 15 Highways	Highways	Type 2 Bronze Plaque	Each	£191.68	£198.96	£7.28	3.80%	This increase is in line with inflation + 2%	
Re	HW 16 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application initial meeting to discuss proposed developments.	Each	£620.13	£643.69	£23.56	3.80%	This increase is in line with inflation + 2%	
Re	HW 17 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate up to Snr Eng.	£133.25	£138.31	£5.06	3.80%	This increase is in line with inflation + 2%	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 18 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate above Snr Eng.	£207.05	£214.92	£7.87	3.80%	This increase is in line with inflation + 2%	
Re	HW 19 Highways	Highways	The alteration of parking layout through Traffic Management Order (TMO) processes. Charge covers the public consultation, advertising and one TMO alteration	Each	£2,072.55	£2,151.31	£78.76	3.80%	This increase is in line with inflation + 2%	
Re	HW 20 Highways	Highways	Enquiries on Highway matters requiring an official response. To cover all enquiries including GIS, Traffic Management Order, traffic schemes, accident data, rights of way and similar	Each	£223.45	£231.94	£8.49	3.80%	This increase is in line with inflation + 2%	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 21 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate up to Snr Eng.	£133.25	£138.31	£5.06	3.80%	This increase is in line with inflation + 2%	
Re	HW 22 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate above Snr Eng.	£207.05	£214.92	£7.87	3.80%	This increase is in line with inflation + 2%	
Re	HW 23 Highways	Highways	Section 38, 278 and 106 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	Each	12%, 15.5% and 20.5%	12%, 15.5% and 20.5%	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 24 Highways	Highways	Minor Offsite Highways Work : Technical approval of highway layout & construction details and the supervision of highway works on the public highway for minor offsite highways work necessitated by the new development	Each	£3,102.68	£3,220.58	£117.90	3.80%	This increase is in line with inflation + 2%	
Re	HW 25 Highways	Highways	Highway Licences : Processing of Licences under the Highways Act 1980 on new developments (i.e. under Sections 142;177;179;181 etc.)	Each	£3,886.80	£4,034.50	£147.70	3.80%	This increase is in line with inflation + 2%	
Re	HW 26 Highways	Highways	Processing of Stopping Up Order Under Section 247 of Town & Country Planning Act 1990	Each	£5,073.75	£5,266.55	£192.80	3.80%	This increase is in line with inflation + 2%	
Re	HW 27 Highways	Highways	Processing of Stopping Up Order Under the Highways Act 1980	Each	£7,974.50	£8,277.53	£303.03	3.80%	This increase is in line with inflation + 2%	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 28 Highways	Highways	Processing of Notification for Transport for London approval under TMA 2004	Each	£3,886.80	£4,034.50	£147.70	3.80%	This increase is in line with inflation + 2%	
Re	HW 29 Highways	Highways	Consideration of a request to construct a vehicle crossover, where works are arranged by the authority via the highways term contractor	Each	£182.45	£189.38	£6.93	3.80%	This increase is in line with inflation + 2%	
Re	HW 30 Highways	Highways	Deposit related to an application for a licence to erect or retain on or over a highway any scaffolding or other structure	Each	£564.78	£586.24	£21.46	3.80%	This increase is in line with inflation + 2%	
Re	HW 31 Highways	Highways	Deposit related to an application to erect a hoarding or fence and site inspections to monitor compliance	Each	£564.78	£586.24	£21.46	3.80%	This increase is in line with inflation + 2%	
Re	HW 32 Highways	Highways	Deposit in relation to a request to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£564.78	£586.24	£21.46	3.80%	This increase is in line with inflation + 2%	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 33 Highways	Highways	Deposit in relation to an application to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£248.00	£257.42	£9.42	3.80%	This increase is in line with inflation + 2%	
Re	HW 34 Highways	Highways	Vehicle Crossover Legal Agreement	Each	£197.83	£205.34	£7.52	3.80%	This increase is in line with inflation + 2%	
Re	HW 35 Highways	Highways	Vehicle Crossover White Line - Process Application	Each	£157.85	£163.85	£6.00	3.80%	This increase is in line with inflation + 2%	
Re	HW 36 Highways	Highways	Vehicle Crossover White Line Installation	Each	£174.25	£180.87	£6.62	3.80%	This increase is in line with inflation + 2%	
Re	HW 37 Highways	Highways	Private Street Name Plate - Supply and Installation	Each	£296.23	£307.48	£11.26	3.80%	This increase is in line with inflation + 2%	
Re	HW 38 Highways	Highways	Licence to place skip on the highway	Each	£27.68	£28.73	£1.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 39 Highways	Highways	Renewal for expired skip licence	Each	£27.68	£28.73	£1.05	3.80%	This increase is in line with inflation + 2%	
Re	HW 40 Highways	Highways	Watercourse Consent	Each	£50.00	£51.90	£1.90	3.80%	This increase is in line with inflation + 2%	
Re	HW 41 Highways	Highways	Private Street Name Plate - Quote and Specification Fee	Each	£296.23	£307.48	£11.26	3.80%	This increase is in line with inflation + 2%	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 42 Highways	Highways	Temporary Traffic Regulation Order - 14.1 Road Traffic Regulation Act- Extension per month - The additional fee is applied each month between months 4 and 18 of an order period to enable further co-ordination, permitting and network management functions	Each	£0.00	£200.00	£200.00	New Charge		New charge
Re	HW 43 Highways	Highways	Damage to Highways - Recharges Recharge cost of repairs to damage caused to the public highway by building works. S133 Highways Act 1980	Per incident	£0.00	Cost + 40%	N/A	New Charge		New charge

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 44 Highways	Highways	Failure to secure lighting or safety markings on a skip. Penalty for no lighting of safety markings on a builders skip deposited on the highway. S139 (4) (a) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 45 Highways	Highways	Failure to clearly mark owners details on a skip. Penalty for not clearly marking the owner of a skip on the public highway. S139 (4) (b) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 46 Highways	Highways	Depositing or storing building materials on the public highway without a licence. Penalty for depositing or storing building materials on the public highway without a licence. S148 (a) & (c) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 47 Highways	Highways	Erection of a scaffold or any other structure on the public highway without a licence. Penalty for the erection of a scaffold or any other structure on the public highway without a licence. S169 (5) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 48 Highways	Highways	Affixing a sign or banner upon the public highway without authorisation. Penalty for erecting or fixing a sign on the public highway, tree or highway structure without authorisation. S132 (1) Highways Act 1980	Per incident	£0.00	£100.00	£100.00	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 49 Highways	Highways	Crane over-sailing licence. The minimum licence period is 3 months and each individual licence costs £1,352.57. Any extension is calculated in weeks after the 3 month period and is charged at an additional cost of £55 per week.	Per incident	£0.00	£1,352.57	£1,352.57	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge
Re	HW 50 Rechargeable Works	Rechargeable Works	Provide and place new salt bin, inc. salt	Item	£377.20	£391.53	£14.33	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 51 Rechargeable Works	Rechargeable Works	Replace damaged salt bin, inc. salt refill	Item	£377.20	£391.53	£14.33	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 52 Rechargeable Works	Rechargeable Works	Salt refill of bin	Item	£150.68	£156.40	£5.73	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 53 Rechargeable Works	Rechargeable Works	Recover keys from road gulley	Item	£298.28	£309.61	£11.33	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 54 Rechargeable Works	Rechargeable Works	Anything done to temporarily restrict or prohibit traffic in order to facilitate a Special Event or similar whether on or off- street. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road m	Per order	£212.18	£220.24	£8.06	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 55 Rechargeable Works	Rechargeable Works	Approval to carry out a traffic count on borough roads	Each	£333.13	£345.78	£12.66	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 56 Rechargeable Works	Rechargeable Works	Anything done to restrict or prohibit traffic on a road in order to carry out works on or near the road. Includes making temporary traffic orders, advertising, providing notification of the restrictions and making, erecting, maintaining diversion signs, b	Per order	£4,103.08	£4,258.99	£155.92	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 57 Rechargeable Works	Rechargeable Works	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings	Per order	£2,094.08	£2,173.65	£79.57	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 58 Rechargeable Works	Rechargeable Works	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road when restriction is required without delay. Includes site meetings, making temporary traffic notices and erecting street notices. Excludes signs/road markings	Per order	£1,717.90	£1,783.18	£65.28	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 59 Rechargeable Works	Rechargeable Works	Consideration of a request to place a traffic sign to indicate the route to specified land or premises and the placing of such a sign	Per Sign	£355.68	£369.19	£13.52	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 60 Rechargeable Works	Rechargeable Works	Provide traffic flow data from automatic traffic counters or previously conducted manual counts	Each	£435.63	£452.18	£16.55	3.80%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 61 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major PAA	per permit	£105.00	£105.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 62 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major	per permit	£240.00	£240.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 63 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Standard	per permit	£130.00	£130.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 64 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Minor	per permit	£65.00	£65.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 65 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Immediate	per permit	£60.00	£60.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 66 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Permit Variation	per permit	£45.00	£45.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 67 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major PAA	per permit	£75.00	£75.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 68 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major	per permit	£150.00	£150.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 69 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Standard	per permit	£75.00	£75.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 70 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Minor	per permit	£45.00	£45.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 71 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Immediate	per permit	£40.00	£40.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 72 Rechargeable Works	Rechargeable Works	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Permit Variation	per permit	£35.00	£35.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 73 Rechargeable Works	Rechargeable Works	Permit Scheme Fixed Penalty Notice for failure to apply for a permit before commencing works	Per failure	£300.00	£300.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 74 Rechargeable Works	Rechargeable Works	Permit Scheme Fixed Penalty Notice for failure to comply with a permit condition	Per failure	£80.00	£80.00	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 75 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - material and depth failure	Per failure	£140.32	£140.32	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 76 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 1 layer	Per failure	£181.37	£181.37	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 77 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 2 layers	Per failure	£224.81	£224.81	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 78 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 3 layers	Per failure	£268.24	£268.24	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 79 Rechargeable Works	Rechargeable Works	Recovery of costs in coring programme for failed sample - air void, 4 layers	Per failure	£311.68	£311.68	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	
Re	HW 80 Rechargeable Works	Rechargeable Works	Commuted Sums for Highways	Unit depends on the Assets Adopted	Commuted Sum rates calculated based on ADEPT Guidelines	Commuted Sum rates calculated based on ADEPT Guidelines	£0.00	0.00%	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 81 - Highways	Highways	Consideration of a request to construct a vehicle crossover, where works are arranged by the authority via the highways term contractor where the contractor is already onsite undertaking a footway relay.	Each	£0.00	£139.45	£139.45	New Charge	FPN provision by Schedule 4 of the London Local Authorities and Transport for London Act 2003	New charge

**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 1 Planning Policy Publications	Planning	Planning Briefs & Supplementary Planning Guidance	Each	£44.25	£45.00	£0.75	1.69%		
Re	PL 2 Planning Policy Publications	Planning	(for residents only)	Each	£18.50	£18.50	£0.00	0.00%		
Re	PL 3 Planning Conservation Publications	Planning	Conservation Area Character Appraisals	Each (sub areas within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£37.00	£37.50	£0.50	1.35%		
Re	PL 4 Planning Conservation Publications	Planning	(for residents only)	Each. Each sub area within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document.	£18.50	£18.50	£0.00	0.00%		
Re	PL 5 Planning Conservation Publications	Planning	Statutory List of Buildings of special architectural or historic interest	Each	£45.30	£46.00	£0.70	1.55%		
Re	PL 6 Planning Conservation Publications	Planning	(for residents only)	Each	£24.20	£24.50	£0.30	1.24%		
Re	PL 7 Planning Conservation Publications	Planning	Schedule of Building of local or historic interest	Each	£38.00	£38.50	£0.50	1.32%		
Re	PL 8 Planning Conservation Publications	Planning	(for residents only)	Each	£18.50	£18.50	£0.00	0.00%		
Re	PL 9 Planning Conservation Publications	Planning	Statutory List extracts	Each	£23.70	£24.00	£0.30	1.27%		
Re	PL 11 Planning Conservation Publications	Planning	Article 4 Directions per area	Each	£35.00	£35.50	£0.50	1.43%		
Re	PL 12 Planning Conservation Publications	Planning	Conservation Area Maps	Each	£44.30	£45.00	£0.70	1.58%		
Re	PL 13 Planning Conservation Publications	Planning	(for residents only)	Each	£24.70	£25.00	£0.30	1.21%		
Re	PL 14 Planning Development Control Documents	Planning	Copies of Planning Decisions	Each	£31.90	£32.50	£0.60	1.88%		
Re	PL 15 Planning Development Control Documents	Planning	Copies of Enforcement Notices	Each	£31.90	£32.00	£0.10	0.31%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 16 Planning Development Control Documents	Planning	Weekly list of Planning applications per area by email	Each	Free	Free	N/A	N/A		
Re	PL 17 Planning Development Control Documents	Planning	Tree Preservation Order Full Document	Each	£30.90	£31.00	£0.10	0.32%		
Re	PL 18 Planning Development Control Documents	Planning	Tree Preservation Order Extract	Each	£15.90	£16.00	£0.10	0.63%		
Re	PL 19 All Planning and Building Control Services	Planning	Photocopying per A3 copy	Each	£1.50	£1.50	£0.00	0.00%		
Re	PL 20 All Planning and Building Control Services	Planning	Photocopying per A4 copy	Each	£1.00	£1.00	£0.00	0.00%		
Re	PL 21 Reproduction of maps/drawings	Planning	Photocopy A1-A0	Each	£23.00	£23.50	£0.50	2.17%		
Re	PL 22 Reproduction of maps/drawings	Planning	Photocopy A2	Each	£17.50	£18.00	£0.50	2.86%		
Re	PL 23 Reproduction of maps/drawings	Planning	A3	Each	£1.50	£0.00	£-1.50	-100.00%	Delete charge	
Re	PL 24 Reproduction of maps/drawings	Planning	A4	Each	£1.00	£0.00	£-1.00	-100.00%	Delete charge	
Re	PL 25 Cancellation of application / Withdrawal	Planning	Charge made for withdrawal of application post registration prior to consideration by a planning officer	Each	25% of application fee	25% of application fee	N/A	N/A		
Re	PL 26 Electronic copies of applications	Planning	Per CD / USB Stick	Each	£37.00	£37.50	£0.50	1.35%		
Re	PL 27 Electronic copies of applications	Planning	Either of the above (for residents only)	Each	£18.50	£18.50	£0.00	0.00%		
Re	PL 28 Historic Planning Information	Planning	File retrieval from archive	Each	£18.50	£18.50	£0.00	0.00%		
Re	PL 29 Historic Planning Information	Planning	(for residents only for applications decided before 1 Jan 200) Requests for files may take a month to process as the files are archived off site.	Each	£12.30	£12.50	£0.20	1.63%		
Re	PL 30 Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice	Each	£463.50	£470.50	£7.00	1.51%		
Re	PL 31 Enforcement Specific Charges	Planning	Requests to withdraw an Enforcement Notice – one hour meeting included	Each	£544.80	£545.00	£0.20	0.04%		
Re	PL 32 Enforcement Specific Charges	Planning	Consideration of clauses in a S106 obligation	per hour	£367.50	£370.00	£2.50	0.68%		
Re	PL 33 Enforcement Specific Charges	Planning	Enforcement meeting (at the Head of Development Management's discretion)	per hour	£85.50	£87.00	£1.50	1.75%		
Re	PL 34 Correspondence requiring research to answer	Planning	Correspondence requiring research to answer	Per question per address	£85.50 per question per address	£25.00 per hour	n/a revised basis for charging	n/a revised basis for charging	Revised basis for charging in 20/21	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 35 Correspondence requiring research to answer	Planning	Enforcement Enquiry per question per address	Per question per address	£85.50 per question per address	£25.00 per hour	n/a revised basis for charging	n/a revised basis for charging	Revised basis for charging in 20/21	
Re	PL 36 High Hedge Complaints	Planning	High Hedge Complaint Investigation (50% discount for income support)	Per address	£664.00	£675.50	£11.50	1.73%		
Re	PL 37 Postage	Planning	Postage A5 letter	Each	£2.15	£2.20	£0.05	2.33%		
Re	PL 38 Postage	Planning	Postage A4 package	Each	£6.60	£6.70	£0.10	1.52%		
Re	PL 39 Postage	Planning	Postage A4 letter	Each	£4.40	£4.50	£0.10	2.27%		
Re	PL 40 Planning Advice Charges (Pre-Application Advice)	Planning	Category A (Complex - 150+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£10,330.00	£10,516.00	£186.00	1.80%		
Re	PL 41 Planning Advice Charges (Pre-Application Advice)	Planning	Category B (Complex - 100+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£8,033.00	£8,178.00	£145.00	1.81%		
Re	PL 42 Planning Advice Charges (Pre-Application Advice)	Planning	Category C (Major 10 - 99 residential units or 1000m2 - 3999m2 of commercial floor space)	Initial meeting	£5,740.00	£5,850.00	£110.00	1.92%	Merged with Category D to reflect complexity of application type and average charges across London local authorities	
Re	PL 43 Planning Advice Charges (Pre-Application Advice)	Planning	Category D (OLD) (Major - 10-24 residential units or 1000m2-2000m2 commercial floor space)	Initial meeting	£3,090.00	£0.00	-£3,090.00	-100.00%	Delete charge	
Re	PL 44 Planning Advice Charges (Pre-Application Advice)	Planning	Category D (Minor - 2-9 residential units, 100m2-900m2 commercial floor space) HMO's (100m2 - 999m2)	Initial meeting	£1,761.00	£1,793.00	£32.00	1.82%		
Re	PL 45 Planning Advice Charges (Pre-Application Advice)	Planning	Category E (Minor - 2-4 residential units, 100m2-999m2 commercial floor space) HMO above 100m2	Written Advice only, no meeting	£942.50	£959.00	£16.50	1.75%		
Re	PL 46 Planning Advice Charges (Pre-Application Advice)	Planning	Category F (Creation of one residential unit: creation of one additional residential house or flat; The replacement of an existing residential unit; The conversion of 1 property into 2 residential units, including demolition and rebuild not within a conservation area)	Written Advice only, no meeting	£312.00	£318.00	£6.00	1.92%		
Re	PL 47 Planning Advice Charges (Pre-Application Advice)	Planning	Category G Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues with meeting including Heritage Officer	Initial meeting	£947.50	£965.00	£17.50	1.85%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 48 Planning Advice Charges (Pre-Application Advice)	Planning	Category H Creation of one residential unit in a conservation area / listed building / or with associated complex heritage issues	Written Advice only, no meeting	£669.50	£682.00	£12.50	1.87%		
Re	PL 49 Planning Advice Charges (Pre-Application Advice)	Planning	Category I Small scale development: Small extensions/ alterations (including advertisements) to commercial or similar premises below the threshold of category G; Small changes of use to such premises below the threshold of category G Other small scale developments below the threshold of category G HMO below 100m2	Written Advice only, no meeting	£226.50	£228.00	£1.50	0.66%		
Re	PL 50 Planning Advice Charges (Pre-Application Advice)	Planning	Category J Householder development: Extensions or alterations to a single residential unit	Written Advice only, no meeting	£123.50	£126.00	£2.50	2.02%		
Re	PL 51 Planning Advice Charges (Pre-Application Advice)	Planning	Category K Householder development: Extensions or alterations to a single residential unit with heritage issues	Written Advice only, no meeting	£185.40	£189.00	£3.60	1.94%		
Re	PL 52 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Case Officer up to Principal Planner	Per hour	£245.00	£250.00	£5.00	2.04%		
Re	PL 53 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Team Leader/Manager	Per hour	£306.00	£312.00	£6.00	1.96%		
Re	PL 54 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Service Heads and Directors	Per hour	£367.50	£375.00	£7.50	2.04%		
Re	PL 55 Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Specialist Advice (egg: Trees, Conservation & Design, Highways) Additional specialist advice available	Per hour	£306.00	£312.00	£6.00	1.96%		
Re	PL 56 Additional Services	Planning	Choice of case officer (up to senior only) 10% on category charge - minimum charge listed	Per application	£55.00	£56.00	£1.00	1.82%	Added level of officer available	
Re	PL 57 Additional Services	Planning	Choice of case officer (Principal or above) 20% on category charge - minimum charge listed	Per application	£55.00	£57.00	£2.00	3.64%	Added level of officer available	Increased to recover costs of very senior officers considering basic applications that could be dealt with by junior officers

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 58 Additional Services	Planning	Consultation/meeting in relation to proposed tree work, with written notes	Base fee	£458.50	£467.00	£8.50	1.85%		
Re	PL 59 Additional Services	Planning	cost per additional tree with the above service	Per tree	£51.50	£52.00	£0.50	0.97%		
Re	PL 60 Fast Track - householder applications	Planning	Service 1 a - Registration of application within 24 hours b - Consultation of neighbouring properties within 24 hours. c - Provision of an officer's recommendation within 5 weeks of validation		£384.00	£391.00	£7.00	1.82%		
Re	PL 61 Fast Track - householder applications	Planning	Service 2 Visit to site within 5 working days of registration - only where Service 1 is taken		£110.00	£112.00	£2.00	1.82%		
Re	PL 62 Fast Track - householder applications	Planning	Service 3 a - Registration of application within 1 day b - Review of the information submitted with the application within 2 working days of the site visit, if Service 2 accepted, or 7 working days from validation (if Service 2 not accepted) c - Provision of an email setting out any required changes to the application or confirming support/refusal of the application		£314.00	£320.00	£6.00	1.91%		
Re	PL 63 Fast Track - householder applications	Planning	Service 4 a - Registration of application within 1 day b - Consultation of neighbours within 1 working day c - Provision of an officers recommendation within 1 working day following on from the end of the consultation period (28 days)		£669.50	£682.00	£12.50	1.87%		
Re	PL 64 Fast Track - householder applications	Planning	Additional and faster services		On request	On request	N/A	N/A		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 65 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 5 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 15 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£109.50	£112.00	£2.50	2.28%		
Re	PL 66 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 6 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 10 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£278.00	£283.00	£5.00	1.80%		
Re	PL 67 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 7 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 5 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£329.50	£336.00	£6.50	1.97%		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 68 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 8 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 2 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£437.50	£446.00	£8.50	1.94%		
Re	PL 69 Fast Track - conditions and certificate of lawfulness applications	Planning	Service 9 a- Registration of valid application within 1 working day of receipt b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. c- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£659.00	£671.00	£12.00	1.82%		
Re	PL 70 Fast Track - conditions and certificate of lawfulness applications	Planning	Additional and faster services		On request	On request	N/A	N/A		
Re	PL 71 Fast Track - Office to Residential Prior Notifications	Planning	Service 10 a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours c - Provision of an officer's recommendation within 4 weeks of validation		£378.50	£386.00	£7.50	1.98%		
Re	PL 72 Fast Track - Office to Residential Prior Notifications	Planning	Service 11 Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.		£81.00	£83.00	£2.00	2.47%		
Re	PL 73 Fast Track - Office to Residential Prior Notifications	Planning	Additional and faster services		On request	On request	N/A	N/A		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 74 Fast Track - Larger Home Extensions Prior Notifications	Planning	Service 12 - Larger homes a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours c - Provision of an officer's recommendation within 5 weeks of validation		£206.00	£210.00	£4.00	1.94%		
Re	PL 75 Fast Track - Larger Home Extensions Prior Notifications	Planning	Additional and faster services		On request	On request	N/A	N/A		
Re	PL 76 Fast Track - Small Minor Applications and Variation of Conditions 1 - 4 residential units / 100m2 - 999m2	Planning	Service 13 a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours		£211.00	£215.00	£4.00	1.90%		
Re	PL 77 Fast Track - Small Minor Applications and Variation of Conditions 1 - 4 residential units / 100m2 - 999m2	Planning	Service 14 - only available if service 13 is taken a - Review of the information submitted within 5 working days from the validation of the application b- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£316.00	£322.00	£6.00	1.90%		
Re	PL 78 Fast Track - Small Minor Applications and Variation of Conditions 1 - 4 residential units / 100m2 - 999m2	Planning	Service 15 Provision of an officer's recommendation within 5 weeks of validation. 1 - 4 residential units / 100m2 - 999m2		£211.00	£215.00	£4.00	1.90%		
Re	PL 79 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Service 16 a - Registration of valid application within 1 working day of receipt b - Consultation of neighbouring properties within 24 hours		£314.00	£320.00	£6.00	1.91%		
Re	PL 80 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Service 17 - only available if service 16 is taken a - Review of the information submitted within 5 working days from the validation of the application b - Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£437.50	£446.00	£8.50	1.94%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 81 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Service 18 Provision of an officer's recommendation within 5 weeks of validation.		£314.00	£320.00	£6.00	1.91%		
Re	PL 82 Fast Track - Large Minor Applications and Variation of Conditions 5 - 9 residential units / 1000m2 - 1999m2	Planning	Additional and faster services		On request	On request	N/A	N/A		
Re	PL 83 Fast Track - Pre-Application advice Category A and B	Planning	Tailored service - Quote provided on request		On request	On request	N/A	N/A		
Re	PL 84 Fast Track - Pre-Application advice Category C	Planning	Tailored service - Quote provided on request		On request	£0.00	N/A	N/A	Delete - as old Category C and D have been merged.	
Re	PL 85 Fast Track - Pre-Application advice Category D, E and F	Planning	Service 19 1- Accelerated offer of meeting at our offices (or on site) within 10 working days 2- Provision of meeting notes within 3 working days of meeting		25% of standard base pre-application fee	25% of standard base pre-application fee	N/A	N/A		
Re	PL 86 Fast Track - Pre-Application advice Category D, E and F	Planning	Service 20 1- Accelerated offer of meeting at our offices (or on site) within 5 working days 2- Provision of meeting notes within 3 working days of meeting		50% of standard base pre-application fee	50% of standard base pre-application fee	N/A	N/A		
Re	PL 87 Fast Track - Pre-Application advice Category D, E and F	Planning	Service 21 1- Accelerated offer of meeting at our offices (or on site) within 2 working days 2- Provision of meeting notes within 3 working days of meeting		75% of standard base pre-application fee	75% of standard base pre-application fee	N/A	N/A		
Re	PL 88 Fast Track - Pre-Application advice Category D, E and F	Planning	Additional and faster services on request		On request	On request	N/A	N/A		
Re	PL 89 Fast Track - Pre-Application advice Categories G and J	Planning	Service 22 Accelerated offer of meeting at our offices (or on site) within 10 working days		25% of standard base pre-application fee	25% of standard base pre-application fee	N/A	N/A		
Re	PL 90 Fast Track - Pre-Application advice Categories G and J	Planning	Service 23 Accelerated offer of meeting at our offices (or on site) within 5 working days		50% of standard base pre-application fee	50% of standard base pre-application fee	N/A	N/A		
Re	PL 91 Fast Track - Pre-Application advice Categories G and J	Planning	Service 24 Accelerated offer of meeting at our offices (or on site) within 2 working days		75% of standard base pre-application fee	75% of standard base pre-application fee	N/A	N/A		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 92 Fast Track - Pre-Application advice Categories G and J	Planning	Service 25 Provision of written notes within 6 working days of meeting		£56.60	£58.00	£1.40	£0.02		
Re	PL 93 Fast Track - Pre-Application advice Categories G and J	Planning	Service 26 Provision of written notes within 3 working days of meeting		£110.00	£112.00	£2.00	£0.02		
Re	PL 94 Fast Track - Pre-Application advice Categories G and J	Planning	Service 27 Provision of written notes within 6 working days of request (when no meeting is required)		£110.00	£112.00	£2.00	£0.02		
Re	PL 95 Fast Track - Pre-Application advice Categories G and J	Planning	Service 28 Provision of written notes within 3 working days of request (when no meeting is required)		£214.00	£218.00	£4.00	£0.02		
Re	PL 96 Fast Track - Pre-Application advice Categories G and J	Planning	Additional and faster services on request		On request	On request	N/A	N/A		
Re	PL 97 Fast Track - Category K	Planning	Service 29 Accelerated offer of meeting at our offices (or on site) within 6 working days		£164.50	£168.00	£3.50	£0.02		
Re	PL 98 Fast Track - Category K	Planning	Service 30 Accelerated offer of meeting at our offices (or on site) within 3 working days		£329.50	£336.00	£6.50	£0.02		
Re	PL 99 Fast Track - Category K	Planning	Service 31 Accelerated offer of meeting at our offices (or on site) within 1 working days		£551.00	£561.00	£10.00	£0.02		
Re	PL 100 Fast Track - Category K	Planning	Service 32 Provision of written notes within 6 working days of meeting		£21.60	£22.00	£0.40	£0.02		
Re	PL 101 0 Fast Track - Category K	Planning	Service 33 Provision of written notes within 3 working days of meeting		£82.40	£84.00	£1.60	£0.02		
Re	PL 102 1 Fast Track - Category K	Planning	Service 34 Provision of written notes within 1 working days of meeting		£164.80	£168.00	£3.20	£0.02		
Re	PL 103 2 Fast Track - Category K	Planning	Service 35 Provision of written notes within 6 working days (when no meeting is required)		£80.80	£83.00	£2.20	£0.03		
Re	PL 104 3 Fast Track - Category K	Planning	Service 36 Provision of written notes within 3 working days (when no meeting is required)		£161.00	£164.00	£3.00	£0.02		
Re	PL 105 4 Fast Track - Category K	Planning	Service 37 Provision of written notes within 1 working day (when no meeting is required)		£322.40	£329.00	£6.60	£0.02		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 106 5 Fast Track - Category K	Planning	Additional and faster services on request		On request	On request	N/A	N/A		
Re	PL 107 6 Fast Track - Additional Services	Planning	Service 38 10 to 24 residential units or 1000-1999 m2 commercial floorspace		£6,695.00	£6,816.00	£121.00	£0.02		
Re	PL 108 7 Fast Track - Additional Services	Planning	Service 39 25 to 49 residential units or 2000-3999m2 commercial floorspace		£9,991.00	£10,171.00	£180.00	1.80%		

**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 1 Land Charges	Land Charges	Full search		£222.26	£230.00	£7.74	3.48%		Nationally set fee/cost recovery
Re	LC 2 Land Charges	Land Charges	Expedited 24 hr Full Search		£267.13	£276.00	£8.87	3.32%		Nationally set fee/cost recovery
Re	LC 3 Land Charges	Land Charges	Certificate of Search (LLC1)		£72.00	£74.50	£2.50	3.47%		Rule 14 and Schedule 3 item 6(b)(ii) Local Land Charges Rules 1977/985
Re	LC 4 Land Charges	Land Charges	Additional Enquiries (each)		£49.04	£50.75	£1.71	3.48%		s.5-8 Local Authorities (England)(Charges for Property Searches) Regulations 2008
Re	LC 5 Land Charges	Land Charges	Extra Parcels of Land (each)		£49.04	£50.75	£1.71	3.48%		Rule 14 and Schedule 3 item 6(b)(ii) Local Land Charges Rules 1977/985
Re	LC 6 Land Charges	Land Charges	CON29 ONLY		£150.26	£155.00	£4.74	3.16%		s.5-8 Local Authorities (England)(Charges for Property Searches) Regulations 2008
Re	LC 7 Land Charges	Land Charges	Search refresh - within 93 days of original search		£94.43	£97.50	£3.07	3.25%		Nationally set fee/cost recovery
<b>Online Search - via NLIS</b>										
Re	LC 8 Land Charges	Land Charges	NLIS full search		£218.08	£225.00	£6.92	3.17%		Nationally set fee/cost recovery
Re	LC 10 Land Charges	Land Charges	NLIS CON 29		£147.55	£152.50	£4.95	3.36%		s.5-8 Local Authorities (England)(Charges for Property Searches) Regulations 2008
Re	LC 11 Land Charges	Land Charges	Any one requesting 9 Searches or more at the same time will be entitled to a 10% discount.		-10%	-10%	£0.00	0.00%		Nationally set fee/cost recovery
<b>Personal Searches</b>										
<b>One Parcel of Land (view only)</b>										
Re	LC 12 Land Charges	Land Charges	One Parcel of Land (copy of documentation provided)		£27.65	£28.50	£0.85	3.07%		s.8 Environmental Information Regulations 2004
Re	LC 13 Land Charges	Land Charges	Extra Parcels of Land (each)		£1.53	£1.55	£0.02	1.01%		s.8 Environmental Information Regulations 2004
<b>Copy of Official Documentation</b>										
Re	LC 14 Land Charges	Land Charges	Copies of Planning Decisions	Each	£30.83	£31.75	£0.92	2.97%		Cost recovery
Re	LC 15 Land Charges	Land Charges	Copies of Enforcement Notices	Each	£30.83	£31.75	£0.92	2.97%		Town and Country Planning Act 1990 s.188
Re	LC 16 Land Charges	Land Charges	Tree Preservation Order Full Document	Each	£30.83	£31.75	£0.92	2.97%		Town and Country Planning (Tree Preservation)(England) Regulations 2012/605 Article 8
Re	LC 17 Land Charges	Land Charges	Listed Buildings	Each	£44.45	£46.00	£1.55	3.49%		Planning (Listed Buildings and Conservation Areas) Act 1990 s.2
Re	LC 18 Land Charges	Land Charges	Light Obstruction Notices	Each	£41.22	£42.50	£1.28	3.11%		Local Land Charges Rules 1977/985, Rule 10 and Schedule 3 items 1-4
Re	LC 19 Land Charges	Land Charges	Repair Notices	Each	£39.33	£40.75	£1.42	3.60%		Such fee as may be reasonable according to the time and work involved

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 20 Land Charges	Land Charges	Improvement Grants	Each	£39.33	£40.50	£1.17	2.96%		Such fee as may be reasonable according to the time and work involved
Re	LC 21 Land Charges	Land Charges	Covenants	Each	£39.33	£40.50	£1.17	2.96%		Based on time and work involved
Re	LC 22 Land Charges	Land Charges	Agreements	Each	£53.22	£55.00	£1.78	3.35%		Based on time and work involved
Re	LC 23 Land Charges	Land Charges	Article 4 Directions	Each	£34.01	£35.00	£0.99	2.90%		Based on time and work involved
Re	LC 24 Land Charges	Land Charges	Duplicate Searches	Each	£50.97	£52.50	£1.53	3.01%		
CON29R Enquires of local authority (2007)										
Planning and Building Regulations										
1.1. Planning and building decisions and pending applications										
Which of the following relating to the property have been granted, issued or refused or (were applicable) are the subject of pending applications?										
Re	LC 25 Land Charges	Land Charges	(a) a planning permission *							
Re	LC 26 Land Charges	Land Charges	(b) a listed building consent *							
Re	LC 27 Land Charges	Land Charges	(c) a conservation area consent *							
Re	LC 28 Land Charges	Land Charges	(d) a certificate of lawfulness of existing use or development *		£18.05	£18.50	£0.45	2.52%		S13A (1) Local Land Charges Act 1975
Re	LC 29 Land Charges	Land Charges	(e) a certificate of lawfulness of proposed use or development *							
Re	LC 30 Land Charges	Land Charges	(f) building regulations approval							
Re	LC 31 Land Charges	Land Charges	(g) a building regulation completion certification		£18.05	£18.50	£0.45	2.52%		S13A (1) Local Land Charges Act 1975
Re	LC 32 Land Charges	Land Charges	(h) any building regulations certificate or notice issued in respect of work carried out under a competent person self-certification scheme							
1.2. Planning designations and proposals										
Re	LC 33 Land Charges	Land Charges	What designations of land use for the property or the area, and what specific proposals of the property, are contained in any existing or proposed development plan?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Roads										
2.1 Roadways, footways and footpaths										
Which of the roads, footways and footpaths named in the application for this search (via boxes B and C) are:										
Re	LC 34 Land Charges	Land Charges	(a) highways maintainable at public expense *		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 35 Land Charges	Land Charges	(b) subject to adoption and, supported by a bond and bond waver		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 36 Land Charges	Land Charges	(c) to be made up by a local authority who will reclaim the cost from the frontages		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 37 Land Charges	Land Charges	(d) to be adopted by a local authority without reclaiming the cost from the frontages		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 38 Land Charges	Land Charges	2.2 Is any public right of way which abuts on, or crosses the property, shown in a definitive map or revised definitive map?		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1976
Re	LC 39 Land Charges	Land Charges	2.3 Are there any pending applications to record a public right of way which abuts or crosses the property, on the register?		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1977
Re	LC 40 Land Charges	Land Charges	2.4 Are there any legal orders to stop up, or divert, alter or create a public right of way which abuts on, or crosses the property, not yet implemented or shown on a revised definitive map?		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1978
Re	LC 41 Land Charges	Land Charges	2.5 If so, please attach a plan showing the approximate route.		£18.26	£18.75	£0.49	2.68%		S13A (1) Local Land Charges Act 1979
Other Matters										
3.1 Land required for public purposes										
Re	LC 42 Land Charges	Land Charges	Is the property included in the land required for public purposes?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.2 Land to be acquired for road works										
Re	LC 43 Land Charges	Land Charges	Is the property included in land to be acquired for road works?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
3.3 Drainage agreements and consents										
Do either of the following exist in relation to the property?										
(a) an agreement to drain buildings in combination into an existing sewer by means of a private sewer **										
(b) an agreement or consent for (i) a building, or (ii) extension to a building on the property, to be built over, or in the vicinity of a drain, sewer or disposal main? **										
3.4 Nearby road schemes										
Is the property (or will it be) within 200 metres of any of the following?										
Re	LC 44 Land Charges	Land Charges	(a) the centre line of a new trunk road or special road specified in any order, draft order or scheme		£18.57	£19.00	£0.43	2.33%		S13A (1) Local Land Charges Act 1975
Re	LC 45 Land Charges	Land Charges	(b) the centre line of a proposed alteration or improvement to an existing road involving construction of a subway, underpass flyover, footbridge, elevated road or duel carriageway		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 46 Land Charges	Land Charges	c) the outer limits of construction works for a proposed alteration or improvement to an existing road involving (i) construction of a roundabout (other than a mini roundabout) or (ii) widening by construction of one additional traffic lanes		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 47 Land Charges	Land Charges	(d) the outer limits of (i) construction of a new road to be built by a local authority (ii) an approved alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (iii) construction of a roundabout (other than a mini roundabout) or widening by construction of one or more additional traffic lanes.		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 48 Land Charges	Land Charges	(e) the centre line of the line proposed route of the new road under proposals published for public consultation		£12.20	£12.50	£0.30	2.42%		
Re	LC 49 Land Charges	Land Charges	(f) the outer limits of (i) construction of a proposed alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (ii) construction of a roundabout (other than a mini roundabout) (iii) widening by construction of one or more additional traffic lanes, under proposals published for public consultation		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
<b>3.5. Nearby railway schemes</b>										
Re	LC 50 Land Charges	Land Charges	Is the property (or will it be) within 200 metres of the centre line of a proposed railway, tram, light railway or monorail?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
<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 51 Land Charges	Land Charges	(a) permanent stopping up or diversion		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 52 Land Charges	Land Charges	(b) waiting or loading restrictions		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 53 Land Charges	Land Charges	c) one way driving		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 54 Land Charges	Land Charges	(d) prohibition of driving		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 55 Land Charges	Land Charges	(e) pedestrianisation		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 56 Land Charges	Land Charges	(f) vehicle width or weight restriction		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 57 Land Charges	Land Charges	(g) traffic calming works including road humps		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 58 Land Charges	Land Charges	(h) residents parking controls		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 59 Land Charges	Land Charges	(i) minor road widening of improvement		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 60 Land Charges	Land Charges	(j) pedestrian crossings		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 61 Land Charges	Land Charges	(k) cycle tracks		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 62 Land Charges	Land Charges	(l) bridge building		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<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 63 Land Charges	Land Charges	(a) building works		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 64 Land Charges	Land Charges	(b) environment		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 65 Land Charges	Land Charges	(c) health and safety		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 66 Land Charges	Land Charges	(d) housing		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 67 Land Charges	Land Charges	(e) highways		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 68 Land Charges	Land Charges	(f) public health		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
<b>3.8. Contravention of building regulations</b>										
Re	LC 69 Land Charges	Land Charges	Has a local authority authorised in relation to the property any proceedings for the contravention of any provision contained in Building Regulations?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
<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 70 Land Charges	Land Charges	(a) an enforcement notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 71 Land Charges	Land Charges	(b) a stop notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 72 Land Charges	Land Charges	(c) a listed building enforcement notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 73 Land Charges	Land Charges	(d) a breach of condition notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 74 Land Charges	Land Charges	(e) a planning contravention notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 75 Land Charges	Land Charges	(f) another notice relation to a breach of planning control		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 76 Land Charges	Land Charges	(g) a listed building repairs notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 77 Land Charges	Land Charges	(h) in the case of a listed building deliberately allowed to fall into disrepair, a compulsory purchase order with a direction for minimum compensation		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 78 Land Charges	Land Charges	(i) a building preservation notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 79 Land Charges	Land Charges	(j) a direction restricting permitted development		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 80 Land Charges	Land Charges	(k) an order revoking or modifying planning permission		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 81 Land Charges	Land Charges	(l) an order requiring discontinuance of use or alteration or removal of building works		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 82 Land Charges	Land Charges	(m) a tree preservation order		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 83 Land Charges	Land Charges	(n) proceedings to enforce a planning agreement or planning contribution		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
<b>3.10 Community Infrastructure Levy</b>										
Re	LC 84 Land Charges	Land Charges	(a) Is there a CIL charging schedule?							

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 85 Land Charges	Land Charges	Yes - There are two charging schedules (i) Mayor of London CIL Charging Schedule (ii) London Borough of Barnet CIL Charging Schedule		£17.50	£18.00	£0.50	2.86%		
Re	LC 86 Land Charges	Land Charges	(b) If, yes, do any of the following subsist in relation to the property, or has a Local Authority decided to issue, serve, make or commence any of the following?:							
Re	LC 87 Land Charges	Land Charges	(i) a liability notice?							
Re	LC 88 Land Charges	Land Charges	(ii) a notice of chargeable development?							
Re	LC 89 Land Charges	Land Charges	(iii) a demand notice?							
Re	LC 90 Land Charges	Land Charges	(iv) a default liability notice?							
Re	LC 91 Land Charges	Land Charges	(v) an assumption of liability notice?							
Re	LC 92 Land Charges	Land Charges	(vi) a commencement notice?							
Re	LC 93 Land Charges	Land Charges	(c ) Has any demand notice been suspended?		£17.50	£18.00	£0.50	2.86%		
Re	LC 94 Land Charges	Land Charges	(d) Has the Local Authority received full or partial payment of any CIL liability?							
Re	LC 95 Land Charges	Land Charges	(e) Has the Local Authority received any appeal against any of the above?							
Re	LC 96 Land Charges	Land Charges	(f) Has a decision been taken to apply for a liability order?							
Re	LC 97 Land Charges	Land Charges	(g) Has a liability order been granted?							
Re	LC 98 Land Charges	Land Charges	(h) Have any other enforcement measures been taken?							
<b>3.11 Conservation area</b>										
Do the following apply in relation to the property?										
Re	LC 99 Land Charges	Land Charges	(a) the making of the area a conservation area before 31 August 1974		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 100 Land Charges	Land Charges	(b) an unimplemented resolution to designate the area a conservation area		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
<b>3.12 Compulsory purchase</b>										
Re	LC 101 Land Charges	Land Charges	Has any enforceable order or decision been made to compulsorily purchase or acquire the property?		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
<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 102 Land Charges	Land Charges	(a) a contaminated land notice		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 103 Land Charges	Land Charges	(b) in relation to a register maintained under section 78R of the Environmental Protection Act 1990		£12.20	£12.50	£0.30	2.42%		S13A (1) Local Land Charges Act 1975
Re	LC 104 Land Charges	Land Charges	(i) a decision to make an entry							
Re	LC 105 Land Charges	Land Charges	(ii) an entry							

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 106 Land Charges	Land Charges	c) consultation with the owner or occupier of the property conducted under section 78G(3) of the Environmental Protection Act 1990 before the service of a remediation notice		£12.20	£12.50	£0.30	2.46%		S13A (1) Local Land Charges Act 1975
<b>3.14 Radon gas</b>										
Do records indicate that the property is in a 'Radon Affected Area' as identified by the Health Protection Agency?										
* Information available free of charge online										
<b>3.15 Assets of Community Value</b>										
Re	LC 107 Land Charges	Land Charges	(a) Has the property been nominated as an asset of community value?							
Re	LC 108 Land Charges	Land Charges	(i) Is it listed as an asset of community value?							
Re	LC 109 Land Charges	Land Charges	(ii) Was it excluded and placed on the "nominated but not listed" list?		£11.50	£11.75	£0.25	2.17%		
Re	LC 110 Land Charges	Land Charges	(iii) Has the listing expired?							
Re	LC 111 Land Charges	Land Charges	(iv) Is the Local Authority reviewing or proposing to review the listing?							
Re	LC 112 Land Charges	Land Charges	(v) Are there any subsisting appeals against the listing?							
Re	LC 113 Land Charges	Land Charges	(b) If the property is listed							
Re	LC 114 Land Charges	Land Charges	(i) Has the Local Authority decided to apply to the Land Registry for an entry or cancellation of a restriction in respect of listed land affecting the property?		£11.50	£11.75	£0.25	2.17%		
Re	LC 115 Land Charges	Land Charges	(ii) Has the Local Authority received a notice of disposal?							
Re	LC 116 Land Charges	Land Charges	(iii) Has an community interest group requested to be treated as a bidder?							
<b>CON 290 Optional enquiries of the Local Authority (2007)</b>										
Re	LC 117 Land Charges	Land Charges	4. Road proposals by private bodies		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 118 Land Charges	Land Charges	5. Advertisements		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 119 Land Charges	Land Charges	6. Completion notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 120 Land Charges	Land Charges	7 Parks and Countryside		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 121 Land Charges	Land Charges	8. Pipelines		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 122 Land Charges	Land Charges	9. Houses in multiple occupation		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 123 Land Charges	Land Charges	10. Noise abatement		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 124 Land Charges	Land Charges	11. Urban development areas		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 125 Land Charges	Land Charges	12. Enterprise zones, Local Development Orders & BIDS		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 126 Land Charges	Land Charges	13. Inner urban improvement areas		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 127 Land Charges	Land Charges	14. Simplified planning zones		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 128 Land Charges	Land Charges	15. Land maintenance notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 129 Land Charges	Land Charges	16. Mineral Consultation and Safeguarding Areas		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 130 Land Charges	Land Charges	17. Hazardous substance consents		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 131 Land Charges	Land Charges	18. Environmental and pollution notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 132 Land Charges	Land Charges	19. Food safety notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 133 Land Charges	Land Charges	20. Hedgerow notices		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 134 Land Charges	Land Charges	21. Flood Defence and Land Drainage Consents		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975
Re	LC 135 Land Charges	Land Charges	22. Common land and town or village greens		£24.52	£25.25	£0.73	2.97%		S13A (1) Local Land Charges Act 1975

**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Weights and Measures Testing							£0.00			
Re	TSL 1 Trading Standards and Licensing	Trading Standards and Licensing	Linear Measure not exceeding 3m for each scale	Each	£13.75	£14.00	£0.25	1.82%		
Re	TSL 2 Trading Standards and Licensing	Trading Standards and Licensing	Capacity measures (without divisions or sub divisions) (not exceeding 1 L)	Each	£13.75	£14.00	£0.25	1.82%		
Re	TSL 3 Trading Standards and Licensing	Trading Standards and Licensing	Cubic Ballast measures (other than brim measures)	Each	£200.00	£205.00	£5.00	2.50%		
Petrol Pumps										
Re	TSL 4 Trading Standards and Licensing	Trading Standards and Licensing	1 meter test	Each	£154.00	£158.00	£4.00	2.60%		
Re	TSL 5 Trading Standards and Licensing	Trading Standards and Licensing	2 meter tests	Each	£255.00	£261.00	£6.00	2.35%		
Re	TSL 6 Trading Standards and Licensing	Trading Standards and Licensing	3 meter tests	Each	£320.00	£325.00	£5.00	1.56%		
Re	TSL 7 Trading Standards and Licensing	Trading Standards and Licensing	4 meter tests	Each	£403.00	£405.00	£2.00	0.50%		
Re	TSL 9 Trading Standards and Licensing	Trading Standards and Licensing	6 meter tests	Each	£577.00	£580.00	£3.00	0.52%		
Re	TSL 10 Trading Standards and Licensing	Trading Standards and Licensing	7 meter tests	Each	£667.00	£670.00	£3.00	0.45%		
Re	TSL 11 Trading Standards and Licensing	Trading Standards and Licensing	8 meter tests	Each	£129.00	£130.00	£1.00	0.78%		
Re	TSL 12 Trading Standards and Licensing	Trading Standards and Licensing	Multigrade type (price computing) single outlet	Each	£129.00	£130.00	£1.00	0.78%		
Re	TSL 13 Trading Standards and Licensing	Trading Standards and Licensing	Other types (price computing) single outlet	Each	£129.00	£130.00	£1.00	0.78%		
Re	TSL 14 Trading Standards and Licensing	Trading Standards and Licensing	Container type unsubdivided	Each	£87.00	£89.00	£2.00	2.30%		
Other types										
Re	TSL 15 Trading Standards and Licensing	Trading Standards and Licensing	Additional costs involved in testing ancillary equipment which require additional testing on site such as credit card acceptors	Per extra officer hour	£125.00	£128.00	£3.00	2.40%		
Measuring equipment										

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 16 Trading Standards and Licensing	Trading Standards and Licensing	Not exceeding 150ml	Each	£21.00	£21.00	£0.00	0.00%		
Re	TSL 17 Trading Standards and Licensing	Trading Standards and Licensing	Other	Each	£38.00	£39.00	£1.00	2.63%		
Re	TSL 18 Trading Standards and Licensing	Trading Standards and Licensing	Weights	per Officer Hour	£125.00	£127.00	£2.00	1.60%		
Weighing instruments										
Re	TSL 19 Trading Standards and Licensing	Trading Standards and Licensing	<15kg	Each	£47.00	£48.00	£1.00	2.13%		
Re	TSL 20 Trading Standards and Licensing	Trading Standards and Licensing	15 - <100kg	Each	£65.00	£66.00	£1.00	1.54%		
Re	TSL 21 Trading Standards and Licensing	Trading Standards and Licensing	100kg - ,250kg	Each	£91.00	£93.00	£2.00	2.20%		
Re	TSL 22 Trading Standards and Licensing	Trading Standards and Licensing	250 -< 1 tonne	Each	£148.00	£150.00	£2.00	1.35%		
Re	TSL 23 Trading Standards and Licensing	Trading Standards and Licensing	1 tonne - < 10 tonne	Each	£199.00	£200.00	£1.00	0.50%		
Re	TSL 24 Trading Standards and Licensing	Trading Standards and Licensing	10 tonne - < 30 tonne	Each	£416.00	£420.00	£4.00	0.96%		
Re	TSL 25 Trading Standards and Licensing	Trading Standards and Licensing	30 tonne - < 60 tonne	Each	£639.00	£640.00	£1.00	0.16%		
Re	TSL 26 Trading Standards and Licensing	Trading Standards and Licensing	Additional costs involved in testing instruments calibrated to weigh	Per additional hour	£125.00	£127.00	£2.00	1.60%		
Measuring equipment for measuring liquid fuels in excess of 100L dispensed from road tankers										
Re	TSL 27 Trading Standards and Licensing	Trading Standards and Licensing	Wet hose type, based on 2 liquids being used for testing	Each	£210.00	£215.00	£5.00	2.38%		
Re	TSL 28 Trading Standards and Licensing	Trading Standards and Licensing	Dry hose type, based on 2 liquids being used for testing	Each	£226.00	£230.00	£4.00	1.77%		
Dipstick measuring system										
Re	TSL 29 Trading Standards and Licensing	Trading Standards and Licensing	vhn	Each	£195.00	£200.00	£5.00	2.56%		
Re	TSL 30 Trading Standards and Licensing	Trading Standards and Licensing	Replacement dipsticks (including examination of compartment)	Each	£50.00	£51.00	£1.00	2.00%		
Re	TSL 31 Trading Standards and Licensing	Trading Standards and Licensing	> 7600L	Each	£186.50 plus up to £124	190 plus up to £125	£4.50	1.45%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 32 Trading Standards and Licensing	Trading Standards and Licensing	Initial dipstick	Each	£24.00	£24.00	£0.00	0.00%		
Re	TSL 33 Trading Standards and Licensing	Trading Standards and Licensing	Spare dipstick	Each	£24.00	£24.00	£0.00	0.00%		
Other weighing or measuring equipment										
Re	TSL 34 Trading Standards and Licensing	Trading Standards and Licensing	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) during normal office hours	Per Officer Hour	£95.00	£97.00	£2.00	2.11%		
Re	TSL 35 Trading Standards and Licensing	Trading Standards and Licensing	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) outside of office hours	Per officer hour	£190.00	£192.00	£2.00	1.05%		
Fireworks										
Re	TSL 36 Trading Standards and Licensing	Trading Standards and Licensing	Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A		
Re	TSL 37 Trading Standards and Licensing	Trading Standards and Licensing	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A		
Re	TSL 38 Trading Standards and Licensing	Trading Standards and Licensing	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A		
Re	TSL 39 Trading Standards and Licensing	Trading Standards and Licensing	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE	N/A	N/A		
Re	TSL 40 Trading Standards and Licensing	Trading Standards and Licensing	Varying the name of licensee or address of site	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE	N/A	N/A		
Re	TSL 41 Trading Standards and Licensing	Trading Standards and Licensing	Transfer of licence	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE	N/A	N/A		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 42 Trading Standards and Licensing	Trading Standards and Licensing	Replacement of licence if lost	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE	N/A	N/A		
Re	TSL 43 Trading Standards and Licensing	Trading Standards and Licensing	Any other kind of variation	Per application	£36.00	£37.00	£1.00	2.78%		
Sex Establishments										
Re	TSL 44 Trading Standards and Licensing	Trading Standards and Licensing	Sex Establishments - new	Per application	2193 Fee 1. £1000 Fee 2 1193	2250 Fee 1. £1050 Fee 2 1200	£57.00	2.60%		
Re	TSL 45 Trading Standards and Licensing	Trading Standards and Licensing	Sex Establishments - renewal	Per application	2193 Fee 1. £1000 Fee 2 1193	2250 Fee 1. £1050 Fee 2 1200	£57.00	2.60%		
Hypnotism										
Re	TSL 46 Trading Standards and Licensing	Trading Standards and Licensing	Hypnotism	Per Event	£21.00	£21.50	£0.50	2.38%		
Street Trading										
Re	TSL 47 Trading Standards and Licensing	Trading Standards and Licensing	Street Trading – Permanent licences	Per application	£550 per annum fee 1. £100 Fee 2 £450	£550 per annum fee 1. £100 Fee 2 £450	£0.00	0.00%		
Re	TSL 48 Trading Standards and Licensing	Trading Standards and Licensing	Street Trading – Temporary Licences	Per application	£400 per 6 months Fee1. £100 Fee2. £300 £180 up to 2 months Fee 1. £100 Fee2. £80	£400 per 6 months Fee1. £100 Fee2. £300 £180 up to 2 months Fee 1. £100 Fee2. £80	£0.00	0.00%		
Re	TSL 49 Trading Standards and Licensing	Trading Standards and Licensing	Casual temporary trader registration (12 months validity) £28.00	Per licence	£28.00	£0.00	-£28.00	-100.00%	Delete	
Re	TSL 50 Trading Standards and Licensing	Trading Standards and Licensing	Provisional trader registration (6 weeks at same market, only 1 can be applied for per applicant. Thereafter a 12 month registration is required)	Per licence	£10.00	£0.00	-£10.00	-100.00%	Delete	
Street Markets										
Re	TSL 51 Trading Standards and Licensing	Trading Standards and Licensing	Permanent Street Market Traders Licence	Per month	£15.00	£15.00	£0.00	0.00%		
Re	TSL 52 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. Per event up to 7 days	Per trader, per event	£18.00	£18.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 53 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. One day event	Per trader	£15.00	£15.00	£0.00	0.00%		
Re	TSL 54 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 2: More than 30 traders. Per event up to 7 days	Per trader. Per event	£12.00	£12.00	£0.00	0.00%		
Re	TSL 55 Trading Standards and Licensing	Trading Standards and Licensing	Occasional Street Market Traders Licence - Band 2: More than 30 traders. One Day event	Per trader	£10.00	£10.00	£0.00	0.00%		
Advertising board licence										
Re	TSL 56 Trading Standards and Licensing	Trading Standards and Licensing	Licence to place an Advertising or 'A' Board on the public highway	Per application	140 Fee 1 £100 fee 2 £40	140 Fee 1 £100 fee 2 £40	£0.00	0.00%		
Demarcation of Street Trading Pitches										
Re	TSL 57 Trading Standards and Licensing	Trading Standards and Licensing	Demarcation of a street trading pitch by insertion of studs into the footway or road	Per stud	£21.00	£21.50	£0.50	2.38%		
Scrap Metal										
Re	TSL 58 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence New	Per application	570 Fee 1 £100 fee 2 £470	595 Fee 1 £105 fee 2 £490	£1.04	0.18%		
Re	TSL 59 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence variation	Per application	230 Fee 1 £100 fee 2 £130	235 £105 Fee 1 fee 2 £130	£5.00	2.17%		
Re	TSL 60 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence Renewal	Per application	450 Fee 1 £100 fee 2 £350 £6 discount if paid at the same time	465 Fee 1 £105 fee 2 £360	£15.00	3.33%		
Re	TSL 61 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence Duplicate licence	Per application	£20.00	£20.50	£0.50	2.50%		
Re	TSL 62 Trading Standards and Licensing	Trading Standards and Licensing	Site Licence - Change of details	Per application	£30.00	£31.00	£1.00	3.33%		
Re	TSL 63 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence New	Per application	265 Fee 1 £100 fee 2 £165	275 Fee 1 £105 fee 2 £170	£10.00	3.77%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 64 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence Variation	Per application	130 Fee 1 £100 fee 2 £40	134 Fee 1 £105 fee 2 £39	£4.00	3.08%		
Re	TSL 65 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence renewal	Per application	200 Fee 1 £100 fee 2 £100	207.5 Fee 1 £105 fee 2 £102.5#	£7.50	3.75%		
Re	TSL 66 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence duplicate	Per application	£20.00	£20.50	£0.50	2.50%		
Re	TSL 67 Trading Standards and Licensing	Trading Standards and Licensing	Collectors Licence - Change of details	Per application	£30.00	£31.00	£1.00	3.33%		
Sports Grounds										
Re	TSL 68 Trading Standards and Licensing	Trading Standards and Licensing	Fee for issue/amendment of a safety certificate for a designated stand under Safety at Sports Ground Act 1975.	Per application	£3,161.00	£3,280.00	£119.00	3.76%		
Re	TSL 69 Trading Standards and Licensing	Trading Standards and Licensing	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: Total capacity of sport ground 500-999	Per application	£856.00	£885.00	£29.00	3.39%		
Re	TSL 70 Trading Standards and Licensing	Trading Standards and Licensing	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: □ Total capacity of sport ground 1000-4999	Per application	£1,549.00	£1,600.00	£51.00	3.29%		
Re	TSL 71 Trading Standards and Licensing	Trading Standards and Licensing	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: □ Total capacity of sport ground 5000-9999	Per application	£3,162.00	£3,275.00	£113.00	3.57%		
Re	TSL 72 Trading Standards and Licensing	Trading Standards and Licensing	Fees for transfer of either a regulated stand or safety certificate	Per application	£1,071.00	£1,110.00	£39.00	3.64%		
Re	TSL 73 Trading Standards and Licensing	Trading Standards and Licensing	Fee for replacement or cancellation of either a regulated stand or safety certificate	Per application	£52.00	£53.50	£1.50	2.88%		
Film classification										
Re	TSL 74 Trading Standards and Licensing	Trading Standards and Licensing	Fee for classification of a film	per film	£80.00	£100.00	£20.00	25.00%		
Gambling										
Re	TSL 75 Trading Standards and Licensing	Trading Standards and Licensing	New Bingo Premises	Per application	£1,100.00	£1,100.00	£0.00	0.00%		
Re	TSL 76 Trading Standards and Licensing	Trading Standards and Licensing	New Adult Gaming Centre	Per application	£1,100.00	£1,100.00	£0.00	0.00%		
Re	TSL 77 Trading Standards and Licensing	Trading Standards and Licensing	New Betting Premises Track	Per application	£1,100.00	£1,100.00	£0.00	0.00%		
Re	TSL 78 Trading Standards and Licensing	Trading Standards and Licensing	New Family Entertainment Centre	Per application	£1,100.00	£1,100.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 79 Trading Standards and Licensing	Trading Standards and Licensing	New Betting Premises (Other)	Per application	£1,100.00	£1,100.00	£0.00	0.00%		
Annual fees										
Re	TSL 80 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises annual fee		£580.00	£580.00	£0.00	0.00%		
Re	TSL 81 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre annual fee		£580.00	£580.00	£0.00	0.00%		
Re	TSL 82 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track annual fee		£580.00	£580.00	£0.00	0.00%		
Re	TSL 83 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre annual fee		£580.00	£580.00	£0.00	0.00%		
Re	TSL 84 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) annual fee		£580.00	£580.00	£0.00	0.00%		
Provisional Statement										
Re	TSL 85 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%		
Re	TSL 86 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%		
Re	TSL 87 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%		
Re	TSL 88 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%		
Re	TSL 89 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Provisional Statement	Per application	£1,070.00	£1,070.00	£0.00	0.00%		
Application Fee – Provisional Statement Holders										
Re	TSL 90 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	£0.00	0.00%		
Re	TSL 91 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	£0.00	0.00%		
Re	TSL 92 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	£0.00	0.00%		
Re	TSL 93 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	£0.00	0.00%		
Re	TSL 94 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	£0.00	0.00%		
Transfer										
Re	TSL 95 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises transfer	Per application	£1,060.00	£1,060.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 96 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre transfer	Per application	£1,060.00	£1,060.00	£0.00	0.00%		
Re	TSL 97 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track transfer	Per application	£950.00	£950.00	£0.00	0.00%		
Re	TSL 98 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre transfer	Per application	£950.00	£950.00	£0.00	0.00%		
Re	TSL 99 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) transfer	Per application	£2,060.00	£2,060.00	£0.00	0.00%		
Variation										
Re	TSL 100 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Variation	Per application	£1,020.00	£1,020.00	£0.00	0.00%		
Re	TSL 101 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Variation	Per application	£1,000.00	£1,000.00	£0.00	0.00%		
Re	TSL 102 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Variation	Per application	£1,020.00	£1,020.00	£0.00	0.00%		
Re	TSL 103 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Variation	Per application	£1,000.00	£1,000.00	£0.00	0.00%		
Re	TSL 104 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Variation	Per application	£1,020.00	£1,020.00	£0.00	0.00%		
Reinstatement										
Re	TSL 105 Trading Standards and Licensing	Trading Standards and Licensing	Bingo Premises Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%		
Re	TSL 106 Trading Standards and Licensing	Trading Standards and Licensing	Adult Gaming Centre Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%		
Re	TSL 107 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises Track Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%		
Re	TSL 108 Trading Standards and Licensing	Trading Standards and Licensing	Family Entertainment Centre Reinstatement	Per application	£600.00	£600.00	£0.00	0.00%		
Re	TSL 109 Trading Standards and Licensing	Trading Standards and Licensing	Betting Premises (Other) Reinstatement	Per application	£6,000.00	£6,000.00	£0.00	0.00%		
Permit										

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 110 Trading Standards and Licensing	Trading Standards and Licensing	Notification of change of circumstances fee – All Premises	Per application	£50.00	£50.00	£0.00	0.00%		
Re	TSL 111 Trading Standards and Licensing	Trading Standards and Licensing	Copy of Licence Fee – All Premises	Per application	£25.00	£25.00	£0.00	0.00%		
Re	TSL 112 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - New	Per application	£150.00	£150.00	£0.00	0.00%		
Re	TSL 113 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - Annual Fee	each	£50.00	£50.00	£0.00	0.00%		
Re	TSL 114 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - Variation	Per application	£100.00	£100.00	£0.00	0.00%		
Re	TSL 115 Trading Standards and Licensing	Trading Standards and Licensing	Licensed premises Gaming Machine Permit - Transfer	Per application	£25.00	£25.00	£0.00	0.00%		
Re	TSL 116 Trading Standards and Licensing	Trading Standards and Licensing	Notification of two of less gaming machines	per notification	£50.00	£50.00	£0.00	0.00%		
Re	TSL 117 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - New	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 118 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Annual fee	each	£50.00	£50.00	£0.00	0.00%		
Re	TSL 119 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Variation	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 120 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - New	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 121 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Annual fee	each	£50.00	£50.00	£0.00	0.00%		
Re	TSL 122 Trading Standards and Licensing	Trading Standards and Licensing	Club Gaming Permit - Variation	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 123 Trading Standards and Licensing	Trading Standards and Licensing	Prize Gaming Permit - New	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 124 Trading Standards and Licensing	Trading Standards and Licensing	Prize Gaming Permit - renewal	Per application	£200.00	£200.00	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 125 Trading Standards and Licensing	Trading Standards and Licensing	Prize Gaming Permit - Change of name	Per application	£25.00	£25.00	£0.00	0.00%		
Re	TSL 126 Trading Standards and Licensing	Trading Standards and Licensing	Unlicensed Family Entertainment Centres - New	Per application	£300.00	£300.00	£0.00	0.00%		
Re	TSL 127 Trading Standards and Licensing	Trading Standards and Licensing	Unlicensed Family Entertainment Centres - Renewal	Per application	£200.00	£200.00	£0.00	0.00%		
Re	TSL 128 Trading Standards and Licensing	Trading Standards and Licensing	Unlicensed Family Entertainment Centres - Change of Name	Per application	£25.00	£25.00	£0.00	0.00%		
Re	TSL 129 Trading Standards and Licensing	Trading Standards and Licensing	Copy of All Permits	Per application	£15.00	£15.00	£0.00	0.00%		
Re	TSL 130 Trading Standards and Licensing	Trading Standards and Licensing	Small Society Lottery - New registration	Per registration	£40.00	£40.00	£0.00	0.00%		
Re	TSL 131 Trading Standards and Licensing	Trading Standards and Licensing	Small society Lottery - Renewal	each	£20.00	£20.00	£0.00	0.00%		
Licensing Act 2003 Fees										
Re	TSL 132 Trading Standards and Licensing	Trading Standards and Licensing	New Premises Licence / Club Premises Certificate	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	£0.00	0.00%		
Re	TSL 133 Trading Standards and Licensing	Trading Standards and Licensing	Premises Licence / Club Premises Certificate - Provisional Statement	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	£0.00	0.00%		
Re	TSL 134 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club premises Certificate variation	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	£0.00	0.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 135 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club premises Certificate - additional fees (new & variation)	Per application	£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people - £64000	£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64000	£0.00	0.00%		
Re	TSL 136 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club Premises Certificate - Annual Fee	each	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351	£0.00	0.00%		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 137 Trading Standards and Licensing	Trading Standards and Licensing	Premises licence/Club premises Certificate - Annual fee additional fees	Per application	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64	£0.00	0.00%		
Re	TSL 138 Trading Standards and Licensing	Trading Standards and Licensing	Premises Licence - Transfer	Per application	£23.00	£23.00	£0.00	0.00%		
Re	TSL 139 Trading Standards and Licensing	Trading Standards and Licensing	Premises Licence - DPS variation	Per application	£23.00	£23.00	£0.00	0.00%		
Re	TSL 140 Trading Standards and Licensing	Trading Standards and Licensing	Temporary Event Notice/Late Temporary Event Notice	Per Notice	£21.00	£21.00	£0.00	0.00%		
Re	TSL 141 Trading Standards and Licensing	Trading Standards and Licensing	Personal Licence Application - New & Renewal	Per application	£37.00	£37.00	£0.00	0.00%		
Re	TSL 142 Trading Standards and Licensing	Trading Standards and Licensing	Duplicate copy of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	£0.00	0.00%		
Re	TSL 143 Trading Standards and Licensing	Trading Standards and Licensing	Change of details of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	£0.00	0.00%		
Re	TSL 144 Trading Standards and Licensing	Trading Standards and Licensing	Notification of Interest	per notification	£21.00	£21.00	£0.00	0.00%		
Re	TSL 145 Trading Standards and Licensing	Trading Standards and Licensing	Interim Authority Notice	per notification	£23.00	£23.00	£0.00	0.00%		
Re	TSL 146 Trading Standards and Licensing	Trading Standards and Licensing	Minor Variation Application	Per application	£89.00	£89.00	£0.00	0.00%		
Re	TSL 147 Trading Standards and Licensing	Trading Standards and Licensing	Minor Variation Application	Per application	£89.00	£89.00	£0.00	0.00%		
Assisted Licensing										

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 148 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with scrap metal application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110	£0.00	0.00%		
Re	TSL 149 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with street trading application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110	£0.00	0.00%		
Re	TSL 150 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with temporary event notice application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50	£0.00	0.00%		
Re	TSL 151 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with transfer application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80	£0.00	0.00%		
Re	TSL 152 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with full variation application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300	£0.00	0.00%		
Re	TSL 153 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with DPS variation application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80	£0.00	0.00%		
Re	TSL 154 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with minor variation application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50	£0.00	0.00%		
Re	TSL 155 Trading Standards and Licensing	Trading Standards and Licensing	Assistance with new premises licence application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300	£0.00	0.00%		
General Consultancy Fees										
Re	TSL 156 Trading Standards and Licensing	Trading Standards and Licensing	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120	£0.00	0.00%		
Re	TSL 157 Trading Standards and Licensing	Trading Standards and Licensing	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £120	£0.00	0.00%		
Primary authority work										
Re	TSL 158 Trading Standards and Licensing	Trading Standards and Licensing	Primary authority work	Per hour	Up to £58 per hour	Up to £60 per hour	£2.00	3.45%		
Fixed penalty notices under London Local Authority Act 1990 (as amended)										

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 159 Trading Standards and Licensing	Trading Standards and Licensing	Penalty Charges Under the Energy Performance of Buildings (England and Wales) Regulations 2012	Per offence		As set by legislation - Currently The penalty charge specified in the notice shall be— (a)in relation to a breach of a duty under regulation 6(2), 6(5), 7(2), 7(3), 7(4), or 7(5), or of the EPC construction duty— (i)where the building is a dwelling, £200; (ii)where the building is not a dwelling, calculated in accordance with the formula in paragraph (2); (b)in relation to a breach of a duty under regulation 14(3)(a), £1000; (c)in relation to a breach of a duty	£0.00	0.00%		New
Re	TSL 160 Trading Standards and Licensing	Trading Standards and Licensing	Fixed penalty notice under Section 52 Anti-social Behaviour, Crime and Policing Act 2014	Per offence		Section 34(1) £100 if paid within 14 days £60 Section 34(2) £125 if paid within 14 days £75 Section 34(3) £250 if paid within 14 days £150 Section 34(4) £100 if paid within 14 days £60 Section 38(1) £150 if paid within 14 days £90	£0.00	0.00%	Fee levels set by London Councils	New
Re	TSL 161 Trading Standards and Licensing	Trading Standards and Licensing	Fixed penalty notices under the London Local Authorities Act 2003 in relation to abatement notices served under Section 80 of the Environmental Protection Act 1990	per offence	Residential £100 Business/Trade/Industrial £400 If paid with 14 days: Residential £60 Business/Trade/Industrial £240	Residential £100 Business/Trade/Industrial £400 If paid with 14 days: Residential £60 Business/Trade/Industrial £240	£0.00	0.00%	Fee levels set by London Councils	

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 162 Trading Standards and Licensing	Trading Standards and Licensing	monetary penalty for offences under Redress Schemes for Lettings Agency Work and Property Management Work Requirement to Belong to a Scheme etc) (England) Order 2014	per offence	Up to £5000	Up to £5000	£0.00	0.00%	Fee levels set by legislation	
Re	TSL 163 Trading Standards and Licensing	Trading Standards and Licensing	monetary penalty for offences under Chapter 3 of the Consumer Rights Act 2015 (Letting Agent	per offence	Up to £5000	Up to £5000	£0.00	0.00%	Fee levels set by legislation	
Re	TSL 164 Trading Standards and Licensing	Trading Standards and Licensing	Financial Penalties under the Tenants Fees Act 2019 (Charging unlawful fees)	per offence		First Offence - up to £5000 fine Further breach within 5 years	£0.00	0.00%	Fee levels set by legislation	New
Re	TSL 165 Trading Standards and Licensing	Trading Standards and Licensing	Financial Penalties under the Tenants Fees Act 2019 (Unlawfully retaining the holding deposit)	per offence		up to £5000 fine	£0.00	0.00%	Fee levels set by legislation	New

**Fees and Charges 2020/21**

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

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Hourly Rate										
Re	BC 1 Building Control	Building Control	Fast track completion certificate		£165.00	£0.00	-£165.00	-100.00%	Delete	
Re	BC 2 Building Control	Building Control	Certificate of building regulation exemption		£84.00	£0.00	-£84.00	-100.00%	Delete	
Re	BC 3 Building Control	Building Control	Correspondence requiring research to answer	Per question per address	£80.00	£0.00	-£80.00	-100.00%	Delete	
Re	BC 4 Building Control	Building Control	Any chargeable function	Per chargeable hour	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Table A(1)										
Building Notice and Full Plans										
Re	BC 5 Building Control	Building Control	Single storey dwelling	Fixed Fee	£1,051.25	£1,051.25	£0.00	0.00%	VAT applicable	
Re	BC 6 Building Control	Building Control	Each additional dwelling (single storey)	Fixed Fee	£253.75	£253.75	£0.00	0.00%	VAT applicable	
Re	BC 8 Building Control	Building Control	Each additional dwelling (two storey)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 9 Building Control	Building Control	Two storey dwelling* (incorporating a basement storey)	Fixed Fee	£1,377.50	£1,377.50	£0.00	0.00%	VAT applicable	
Re	BC 10 Building Control	Building Control	Three storey dwelling	Fixed Fee	£1,305.00	£1,305.00	£0.00	0.00%	VAT applicable	
Re	BC 11 Building Control	Building Control	Each additional dwelling (three storey)	Fixed Fee	£398.75	£398.75	£0.00	0.00%	VAT applicable	
Re	BC 12 Building Control	Building Control	Three storey dwelling* (incorporating a basement storey)	Fixed Fee	£1,486.25	£1,486.25	£0.00	0.00%	VAT applicable	
Re	BC 13 Building Control	Building Control	Block of flats (up to 6 units/3 storeys)	Fixed Fee	£2,501.25	£2,501.25	£0.00	0.00%	VAT applicable	
Table A(2)										
Building Notice and Full Plans										
Re	BC 14 Building Control	Building Control	Conversion into 1 dwelling/flat	Fixed Fee	£761.25	£761.25	£0.00	0.00%	VAT applicable	

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 15 Building Control	Building Control	Each additional dwelling/flat	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Table B(1)										
Building Notice and Full Plans										
Re	BC 16 Building Control	Building Control	Single storey extension (total floor area less than 6m <sup>2</sup> )	Fixed Fee	£471.25	£471.25	£0.00	0.00%	VAT applicable	
Re	BC 17 Building Control	Building Control	Single storey extension (total floor area 6m <sup>2</sup> to 60m <sup>2</sup> )	Fixed Fee	£652.50	£652.50	£0.00	0.00%	VAT applicable	
Re	BC 18 Building Control	Building Control	Two storey extension (total floor area less than 60m <sup>2</sup> )	Fixed Fee	£797.50	£797.50	£0.00	0.00%	VAT applicable	
Re	BC 19 Building Control	Building Control	Loft conversion (total floor area less than 60m <sup>2</sup> )	Fixed Fee	£652.50	£652.50	£0.00	0.00%	VAT applicable	
Re	BC 20 Building Control	Building Control	Each additional 20m <sup>2</sup> over 60m <sup>2</sup> total floor area (above)	Fixed Fee	£181.25	£181.25	£0.00	0.00%	VAT applicable	
Re	BC 21 Building Control	Building Control	Single storey basement (total floor area less than 60m <sup>2</sup> )	Fixed Fee	£1,051.25	£1,051.25	£0.00	0.00%	VAT applicable	
Re	BC 22 Building Control	Building Control	Garage conversion	Fixed Fee	£398.75	£398.75	£0.00	0.00%	VAT applicable	
Re	BC 23 Building Control	Building Control	Basement conversion	Fixed Fee	£435.00	£435.00	£0.00	0.00%	VAT applicable	
Re	BC 24 Building Control	Building Control	Single storey (attached or detached) garage/outbuilding (total floor area less than 60m <sup>2</sup> )	Fixed Fee	£616.25	£616.25	£0.00	0.00%	VAT applicable	
Re	BC 25 Building Control	Building Control	Construction of enclosed carport	Fixed Fee	£181.25	£181.25	£0.00	0.00%	VAT applicable	
Table B(2)										
Building Notice and Full Plans										
Re	BC 26 Building Control	Building Control	Underpinning (up to 20 linear meters)	Fixed Fee	£580.00	£580.00	£0.00	0.00%	VAT applicable	
Re	BC 27 Building Control	Building Control	Window and door replacement(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 28 Building Control	Building Control	Re-roofing/renovation of thermal element(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 29 Building Control	Building Control	Load bearing wall removal(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 30 Building Control	Building Control	Chimney breast removal(s)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 31 Building Control	Building Control	Installation of WC/bathroom/en suite	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 32 Building Control	Building Control	Drainage connection to foul system (porch / conservatory / outbuilding)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 33 Building Control	Building Control	Electrical work (non-competent person)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 34 Building Control	Building Control	Alterations (total cost of works £1-£5,000)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT applicable	
Re	BC 35 Building Control	Building Control	Alterations (total cost of works £5,001-£10,000)	Fixed Fee	£362.50	£362.50	£0.00	0.00%	VAT applicable	
Re	BC 36 Building Control	Building Control	Alterations (total cost of works £10,001-£15,000)	Fixed Fee	£471.25	£471.25	£0.00	0.00%	VAT applicable	
Re	BC 37 Building Control	Building Control	Alterations (total cost of works £15,001-£20,000)	Fixed Fee	£543.75	£543.75	£0.00	0.00%	VAT applicable	
Table C(1)										
Building Notice and Full Plans										
Re	BC 38 Building Control	Building Control	Single storey office (total floor area less than 100m²)	Fixed Fee	£2,211.25	£2,211.25	£0.00	0.00%	VAT applicable	
Re	BC 39 Building Control	Building Control	Single storey shop/commercial unit (total floor area less than 100m²)	Fixed Fee	£1,957.50	£1,957.50	£0.00	0.00%	VAT applicable	
Re	BC 40 Building Control	Building Control	Single storey assembly/recreation building (total floor area less than 100m²)	Fixed Fee	£2,465.00	£2,465.00	£0.00	0.00%	VAT applicable	
Re	BC 41 Building Control	Building Control	Single storey industrial unit (total floor area less than 100m²)	Fixed Fee	£1,776.25	£1,776.25	£0.00	0.00%	VAT applicable	

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Table C(2)										
Building Notice and Full Plans										
Re	BC 42 Building Control	Building Control	Conversion into a hotel or boarding house (up to 5 rooms)	Fixed Fee	£2,030.00	£2,030.00	£0.00	0.00%	VAT applicable	
Re	BC 43 Building Control	Building Control	Conversion into a shop	Fixed Fee	£1,051.25	£1,051.25	£0.00	0.00%	VAT applicable	
Table D(1)										
Building Notice and Full Plans										
Re	BC 44 Building Control	Building Control	Office extension (total floor area less than 100m²)	Fixed Fee	£1,631.25	£1,631.25	£0.00	0.00%	VAT applicable	
Re	BC 45 Building Control	Building Control	Shop/commercial unit extension (total floor area less than 100m²)	Fixed Fee	£1,522.50	£1,522.50	£0.00	0.00%	VAT applicable	
Re	BC 46 Building Control	Building Control	Assembly/recreational building extension (total floor area less than 100m²)	Fixed Fee	£1,740.00	£1,740.00	£0.00	0.00%	VAT applicable	
Re	BC 47 Building Control	Building Control	Industrial unit extension* (total floor area less than 100m²)	Fixed Fee	£1,486.25	£1,486.25	£0.00	0.00%	VAT applicable	
Table D(2)										
Building Notice and Full Plans										
Re	BC 48 Building Control	Building Control	Shop/commercial unit fit-out (shell only)	Fixed Fee	£688.75	£688.75	£0.00	0.00%	VAT applicable	
Re	BC 49 Building Control	Building Control	Shop/commercial unit fit-out (shell and core)	Fixed Fee	£906.25	£906.25	£0.00	0.00%	VAT applicable	
Re	BC 50 Building Control	Building Control	Replacement shop front	Fixed Fee	£580.00	£580.00	£0.00	0.00%	VAT applicable	
Re	BC 51 Building Control	Building Control	Installation of a shopping centre kiosk (total floor area under 9m²)	Fixed Fee	£761.25	£761.25	£0.00	0.00%	VAT applicable	
Re	BC 52 Building Control	Building Control	Installation of a mezzanine floor (total floor area less than 500m²)	Fixed Fee	£1,160.00	£1,160.00	£0.00	0.00%	VAT applicable	
Re	BC 53 Building Control	Building Control	Window and door replacement(s)	Fixed Fee	£471.25	£471.25	£0.00	0.00%	VAT applicable	
Re	BC 54 Building Control	Building Control	Re-roofing/renovation of thermal element(s)	Fixed Fee	£543.75	£543.75	£0.00	0.00%	VAT applicable	



Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Regularisation Charge										
Re	BC 55 Building Control	Building Control	Retrospective application charge	Per chargeable hour plus 50% risk factor	50%	50%	£0.00	0.00%	VAT not applicable	
Table E(1)										
Demolition and Dangerous Structures										
Re	BC 56 Building Control	Building Control	Demolition of a single building (total floor area less than 100m²)	Fixed Fee	£290.00	£290.00	£0.00	0.00%	VAT not applicable	
Re	BC 57 Building Control	Building Control	Demolition of building(s) (total floor area(s) less than 1000m²)	Fixed Fee	£580.00	£580.00	£0.00	0.00%	VAT not applicable	
Re	BC 58 Building Control	Building Control	Surveying a dangerous structure during normal working hours	Fixed Fee	£253.75	£253.75	£0.00	0.00%	VAT not applicable	
Re	BC 59 Building Control	Building Control	Surveying a dangerous structure out of working hours	Fixed Fee	£362.50	£362.50	£0.00	0.00%	VAT not applicable	
Re	BC 60 Building Control	Building Control	Making safe or removing an immediate danger	Cost recovery	Cost recovery	Cost recovery	N/A	0.00%	VAT not applicable	
Table E(2)										
Business Support										
Re	BC 61 Building Control	Building Control	Reproduction of archived documentation	Per chargeable hour	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Re	BC 62 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A4	£1.00	£1.00	£0.00	0.00%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 63 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A3	£1.50	£1.50	£0.00	0.00%	These fees were always in a shared table with planning, but have been separated out now	

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 64 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A2	£17.50	£18.00	£0.50	2.86%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 65 Building Control	Building Control	Reproduction of archived documentation (photocopying, postage etc.)	A0 - A1	£23.00	£23.50	£0.50	2.17%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 66 Building Control	Building Control	Postage A5 letter	Each	£2.15	£2.20	£0.05	2.33%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 67 Building Control	Building Control	Postage A4 package	Each	£6.60	£6.70	£0.10	1.52%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 68 Building Control	Building Control	Postage A4 letter	Each	£4.40	£4.50	£0.10	2.27%	These fees were always in a shared table with planning, but have been separated out now	
Re	BC 69 Building Control	Building Control	Cancellation of application (after validation)	Fixed Fee	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Re	BC 70 Building Control	Building Control	Cancellation of application (after plan assessment)	Fixed Fee	£435.00	£435.00	£0.00	0.00%	VAT applicable	
Re	BC 71 Building Control	Building Control	Reactivation of application (per application)	Fixed Fee	£108.75	£108.75	£0.00	0.00%	VAT applicable	
Re	BC 72 Building Control	Building Control	Administration (per hour)	Per chargeable hour	£72.50	£72.50	£0.00	0.00%	VAT applicable	
Table F(1)										
Premium Services										
Re	BC 73 Building Control	Building Control	Gold rate	A quote will be provided in line with published charges	£0.00	A quote will be provided in line with published charges	N/A	N/A	VAT applicable	

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 74 Building Control	Building Control	Silver rate	A quote will be provided in line with published charges	£0.00	A quote will be provided in line with published charges	N/A	N/A	VAT applicable	
Re	BC 75 Building Control	Building Control	Bronze rate	A quote will be provided in line with published charges	£0.00	A quote will be provided in line with published charges	N/A	N/A	VAT applicable	
Re	BC 76 Building Control	Building Control	Pre-application advice over 1 hour	Per chargeable hour	£253.75	£145.00	-£108.75	-42.86%	VAT applicable	Moved from Table E(1)

**Fees and Charges 2020/21**

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

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Strategic Planning &amp; Regen</b>										
Re	SPR 1 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	0 - 20 Days	£949.08	£968.06	£18.98	2.00%		
Re	SPR 2 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 21 - 60 Days	£877.29	£894.83	£17.55	2.00%		
Re	SPR 3 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 60 days +	£830.92	£847.53	£16.62	2.00%		
Re	SPR 4 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	0 - 20 Days	£131.82	£134.45	£2.64	2.00%		
Re	SPR 5 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 21 - 60 Days	£121.85	£124.28	£2.44	2.00%		
Re	SPR 6 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 60 days +	£115.41	£117.71	£2.31	2.00%		
Re	SPR 7 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	£739.43	£754.22	£14.79	2.00%		
Re	SPR 8 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 - 60 Days	£684.28	£697.97	£13.69	2.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 10 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	0 - 20 Days	£102.70	£104.75	£2.05	2.00%		
Re	SPR 11 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 21 - 60 Days	£95.04	£96.94	£1.90	2.00%		
Re	SPR 12 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 60 days +	£89.82	£91.61	£1.80	2.00%		
Re	SPR 13 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	£614.10	£626.38	£12.28	2.00%		
Re	SPR 14 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 - 60 Days	£567.73	£579.08	£11.35	2.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 15 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	£537.65	£548.40	£10.75	2.00%		
Re	SPR 16 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	0 - 20 Days	£85.29	£86.99	£1.71	2.00%		
Re	SPR 17 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 21 - 60 Days	£78.85	£80.43	£1.58	2.00%		
Re	SPR 18 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 60 days +	£74.68	£76.17	£1.49	2.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 19 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	0 - 20 Days	£520.82	£531.24	£10.42	2.00%		
Re	SPR 20 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 21 - 60 Days	£481.25	£490.88	£9.63	2.00%		
Re	SPR 21 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 60 days +	£456.19	£465.31	£9.12	2.00%		
Re	SPR 22 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	0 - 20 Days	£72.33	£73.78	£1.45	2.00%		
Re	SPR 23 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 21 - 60 Days	£66.84	£68.18	£1.34	2.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 24 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 60 days +	£63.36	£64.63	£1.27	2.00%		
Re	SPR 25 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Day Rates)	0 - 20 Days	£427.24	£435.78	£8.54	2.00%		
Re	SPR 26 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Day Rates)	Projects 21 - 60 Days	£394.78	£402.68	£7.90	2.00%		
Re	SPR 27 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Day Rates)	Projects 60 days +	£373.48	£380.95	£7.47	2.00%		
Re	SPR 28 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	0 - 20 Days	£59.34	£60.53	£1.19	2.00%		
Re	SPR 29 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	Projects 21 - 60 Days	£54.83	£55.93	£1.10	2.00%		



Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 30 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£51.87	£52.90	£1.04	2.00%		
Re	SPR 31 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£410.54	£418.75	£8.21	2.00%		
Re	SPR 32 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 21 - 60 Days	£379.74	£387.34	£7.59	2.00%		
Re	SPR 33 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 60 days +	£359.69	£366.88	£7.19	2.00%		
Re	SPR 34 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	£57.02	£58.16	£1.14	2.00%		
Re	SPR 35 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 21 - 60 Days	£52.74	£53.79	£1.05	2.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 36 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£49.95	£50.95	£1.00	2.00%		
Re	SPR 37 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	0 - 20 Days	£311.51	£317.74	£6.23	2.00%		
Re	SPR 38 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 21 - 60 Days	£288.25	£294.02	£5.77	2.00%		
Re	SPR 39 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 60 days +	£271.96	£277.40	£5.44	2.00%		
Re	SPR 40 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	0 - 20 Days	£43.27	£44.13	£0.87	2.00%		
Re	SPR 41 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 21 - 60 Days	£40.03	£40.83	£0.80	2.00%		
Re	SPR 42 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 60 days +	£37.77	£38.53	£0.76	2.00%		
Re	SPR 43 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	0 - 20 Days	£219.58	£223.98	£4.39	2.00%		
Re	SPR 44 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 21 - 60 Days	£203.03	£207.09	£4.06	2.00%		
Re	SPR 45 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 60 days +	£191.75	£195.59	£3.84	2.00%		
Re	SPR 46 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	0 - 20 Days	£30.50	£31.11	£0.61	2.00%		
Re	SPR 47 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 21 - 60 Days	£28.20	£28.76	£0.56	2.00%		

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 48 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 60 days +	£26.63	£27.16	£0.53	2.00%		
<b>Street Naming and Numbering</b>										
Re	SNN 1 Street Naming and Numbering	Street Naming and Numbering	Application for numbering a property - new development or conversion	Per property	£102.75	£104.60	£1.85	1.80%		
Re	SNN 2 Street Naming and Numbering	Street Naming and Numbering	Application for naming a new street (Authority choice of name)	Per Street	£362.00	£273.80	-£88.20	-24.36%		
Re	SNN 3 Street Naming and Numbering	Street Naming and Numbering	Application for naming a new street (Applicants choice of name adhering to SNN Policy)	Per Street	£537.00	£327.80	-£209.20	-38.96%		
Re	SNN 4 Street Naming and Numbering	Street Naming and Numbering	Renaming existing street	Base fee per street	£0.00	£400.00	£400.00	New Charge		New charge based on staff time/site notice/consultation
Re	SNN 5 Street Naming and Numbering	Street Naming and Numbering		Per property for street name change	£0.00	£30.00	£30.00	New Charge		New charge based on staff time/site notice/consultation
Re	SNN 6 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of buildings (Authority choice of name)	Per block/house	£146.00	£181.20	£35.20	24.11%		Based on staff time/consultation
Re	SNN 7 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of buildings (Applicants choice of name, adhering to SNN Policy)	Per block/house	£241.80	£217.44	-£24.36	-10.07%		
Re	SNN 8 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of Parks and Open Spaces	Per name	£0.00	£181.20	£181.20	New Charge		New charge based on charge for naming buildings
Re	SNN 9 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of commercial premises (Authority choice of name)	Per premise	£212.00	£0.00	-£212.00	-100.00%	Delete charge	
Re	SNN 10 Street Naming and Numbering	Street Naming and Numbering	Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	Per premise	£303.50	£0.00	-£303.50	-100.00%	Delete charge	
Re	SNN 11 Street Naming and Numbering	Street Naming and Numbering	Retrospective application for street naming / building naming / building numbering	per unit/street	£184.30	chedule plus 30%	N/A	N/A		Amended to reflect cost of application

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SNN 12 Street Naming and Numbering	Street Naming and Numbering	Officer hourly rate	per hour	£0.00	£50.35	£50.35	New Charge		New charge based on officer hourly rate plus overheads
Re	SNN 13 Street Naming and Numbering	Street Naming and Numbering	Confirmation of Address	per unit	£0.00	£100.70	£100.70	New Charge		New charge based on time taken to investigate query
Re	SNN 14 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	5 to 19 units - base fee	£499.50	£508.49	£8.99	1.80%		
Re	SNN 15 Street Naming and Numbering	Street Naming and Numbering		per unit	£39.40	£40.11	£0.71	1.80%		
Re	SNN 16 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	20 to 49 units - base fee	£1,096.95	£1,116.70	£19.75	1.80%		
Re	SNN 17 Street Naming and Numbering	Street Naming and Numbering		per unit	£28.20	£28.71	£0.51	1.80%		
Re	SNN 18 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	50 to 100 units - base fee	£1,888.50	£1,922.49	£33.99	1.80%		
Re	SNN 19 Street Naming and Numbering	Street Naming and Numbering		per unit	£20.59	£20.96	£0.37	1.80%		
Re	SNN 20 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	100 plus units - base fee	£2,118.00	£2,156.12	£38.12	1.80%		
Re	SNN 21 Street Naming and Numbering	Street Naming and Numbering		per additional unit	£13.73	£13.98	£0.25	1.80%		
Re	SNN 22 Street Naming and Numbering	Street Naming and Numbering	Application for Renumbering existing property	Per Unit	£0.00	£125.52	£125.52	New Charge		New charge based on time taken to assess and apply new numbering
Re	SNN 23 Street Naming and Numbering	Street Naming and Numbering	Numbering new developments Fixed price plus reduced price per unit	Above 50	By assessment	£508.49	N/A	100.00%		Fee fixed rather than assessment based - fee based on time taken to assess application

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SNN 24 Street Naming and Numbering	Street Naming and Numbering	Written (letter or email) confirmation of official address or additional copies of official notification letter	Per application reference	£31.00	£31.56	£0.56	1.81%		
Re	SNN 25 Street Naming and Numbering	Street Naming and Numbering	Amendment to officially agreed addresses due to change in plot numbers, plot positions, building number - only available within 6 months of decision		£60 plus £6 per unit	£60 plus £6 per unit	N/A	0.00%		
Re	SNN 26 Street Naming and Numbering	Street Naming and Numbering	Site visit	per visit	£65.00	£151.05	£86.05	132.38%		hourly rate for two hours, plus average transport cost
Re	SNN 27 Street Naming and Numbering	Street Naming and Numbering	Direct action	Cost of any direct action to be recovered including	£0.00	Cost of any direct action to be recovered including officers time, site visits conducted and any contractor costs incurred	N/A	New Charge		New charge to enable recovery of costs when direct action is taken

**Fees and Charges 2020/21**

Department	Environment
Area:	Greenspaces and Leisure

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT1	Pitches & Lettings	Greenspaces	Cricket season adult (Inc. pavilion)	Based On A 20 Week Season	£1,569.22	£1,600.61	£31.38	2.00%		
GT2	Pitches & Lettings	Greenspaces	Cricket season junior (Inc. pavilion)	Based On A 20 Week Season	£784.58	£800.28	£15.69	2.00%		
GT3	Pitches & Lettings	Greenspaces	Football casual adult (Inc. pavilion)	Game	£110.21	£112.41	£2.20	2.00%		
GT4	Pitches & Lettings	Greenspaces	Football casual junior (Inc. pavilion)	Game	£54.73	£55.82	£1.09	2.00%		
GT5	Pitches & Lettings	Greenspaces	Football season adult (Inc. pavilion)	Based On A 30 Week Season	£1,492.16	£1,522.01	£29.84	2.00%		
GT6	Pitches & Lettings	Greenspaces	Football season junior (Inc. pavilion)	Based On A 30 Week Season	£745.19	£760.10	£14.90	2.00%		
GT7	Pitches & Lettings	Greenspaces	Football summer adult	Game	£81.90	£83.54	£1.64	2.00%		
GT8	Pitches & Lettings	Greenspaces	Football summer junior	Game	£41.70	£42.54	£0.83	2.00%		
GT9	Pitches & Lettings	Greenspaces	Gaelic season adult (Inc. pavilion)	Based On A 34 Week Season	£1,591.77	£1,623.60	£31.84	2.00%		
GT11	Pitches & Lettings	Greenspaces	Rugby casual adult (Inc. pavilion)	Game	£103.00	£105.06	£2.06	2.00%		
GT12	Pitches & Lettings	Greenspaces	Rugby casual child (Inc. pavilion)	Game	£51.07	£52.09	£1.02	2.00%		
GT13	Pitches & Lettings	Greenspaces	Rugby season adult (Inc. pavilion)	Based On A 34 Week Season	£1,839.63	£1,876.42	£36.79	2.00%		
GT14	Pitches & Lettings	Greenspaces	Rugby season child (Inc. pavilion)	Based On A 34 Week Season	£957.32	£976.47	£19.15	2.00%		
GT15	Pitches & Lettings	Greenspaces	Tennis per court - Adult	Hour	£7.37	£7.52	£0.15	2.00%		
GT16	Pitches & Lettings	Greenspaces	Tennis per court - Junior	Hour	£3.66	£3.73	£0.07	2.00%		
GT17	Pitches & Lettings	Greenspaces	Tennis per court - Adult & Junior	Hour	£5.54	£5.65	£0.11	2.00%		
GT18	Pitches & Lettings	Greenspaces	Tennis per court - Coaching (Min. 10 bookings)	Hour	£12.48	£12.73	£0.25	2.00%		

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT19	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Hour	£2.80	£2.85	£0.06	2.00%		
GT20	Pitches & Lettings	Greenspaces	Cricket casual adult (Inc. Pavilion)	Game	£137.01	£139.75	£2.74	2.00%		
GT21	Pitches & Lettings	Greenspaces	Cricket casual junior (Inc. Pavilion)	Game	£69.58	£70.97	£1.39	2.00%		
GT22	Pitches & Lettings	Greenspaces	Cricket nets adult	Hour	£8.45	£8.62	£0.17	2.00%		
GT23	Pitches & Lettings	Greenspaces	Cricket nets junior	Hour	£4.14	£4.23	£0.08	2.00%		
GT24	Pitches & Lettings	Greenspaces	Netball/Multi sport court booking	Per game	£10.76	£10.98	£0.22	2.00%		
GT25	Pitches & Lettings	Greenspaces	Netball/Multi sport court	hour	£15.93	£16.25	£0.32	2.00%		
GT26	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Hour	£5.49	£5.60	£0.11	2.00%		
GT27	Schools Pitches and lettings	Greenspaces	LBB Schools Rounders (Inc. pavilion)	Per Game	£23.89	£24.37	£0.48	2.00%		
GT28	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rugby (Inc. pavilion)	Per Game	£33.04	£33.70	£0.66	2.00%		
GT29	Schools Pitches and lettings	Greenspaces	Pavilion hire for schools or groups such as cubs and scouts	Session (Max 2 Hours)	£17.38	£17.73	£0.35	2.00%		
GT30	Schools Pitches and lettings	Greenspaces	LBB Schools Cricket (Inc. pavilion)	Per Game	£38.80	£39.57	£0.78	2.00%		
GT31	Schools Pitches and lettings	Greenspaces	LBB Schools Football (Inc. pavilion)	Per Game	£25.13	£25.63	£0.50	2.00%		
GT32	Schools Pitches and lettings	Greenspaces	LBB Schools Rugby (Inc. pavilion)	Per Game	£27.34	£27.88	£0.55	2.00%		
GT33	Schools Pitches and lettings	Greenspaces	Non LBB Schools Cricket (Inc. pavilion)	Per Game	£41.70	£42.54	£0.83	2.00%		
GT34	Schools Pitches and lettings	Greenspaces	Non LBB Schools Football (Inc. pavilion)	Per Game	£29.92	£30.52	£0.60	2.00%		
GT35	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rounders (Inc. pavilion)	Per Game	£26.21	£26.73	£0.52	2.00%		
GT36	Schools Pitches and lettings	Greenspaces	Site hire (Inc. pavilion) for events/sports days etc	Per Booking	£25.13	£25.63	£0.50	2.00%		
GT37	Schools Pitches and lettings	Greenspaces	Netball/Multi sport court booking	Per game	£8.45	£8.62	£0.17	2.00%		

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT38	Other Bookings	Greenspaces	Storage room rental small	Per Event	£17.65	£18.00	£0.35	2.00%		
GT39	Other Bookings	Greenspaces	Storage room rental large	Per Event	£29.60	£30.19	£0.59	2.00%		
GT40	Other Bookings	Greenspaces	Charge for bounced cheques	Per Event	£60.16	£61.37	£1.20	2.00%		
GT41	Other Bookings	Greenspaces	Admin charge for changing dates etc	Per Event	£11.95	£12.19	£0.24	2.00%		
GT42	Other Bookings	Greenspaces	Pavilion with event/sports booking per hour (min charge 2 hrs per day)	Per Event	£17.38	£17.73	£0.35	2.00%		
GT43	Other Bookings	Greenspaces	Pavilion - without sport booking per hour (min charge 2 hrs per day)	Per Event	£35.30	£36.01	£0.71	2.00%		
GT44	Other Bookings	Greenspaces	Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	Per Event	£107.89	£110.05	£2.16	2.00%		
GT45	Other Bookings	Greenspaces	Sports markings - 8x100m track similar	Per Event	£107.89	£110.05	£2.16	2.00%		
GT46	Other Bookings	Greenspaces	Postage - per set of keys return and or collection	Per Event	£11.95	£12.19	£0.24	2.00%		
GT47	Other Bookings	Greenspaces	Sports course bookings (no pavilion) 2hrs max per day	Per Event	£25.13	£25.63	£0.50	2.00%		
GT48	Other Bookings	Greenspaces	Sports course bookings (no pavilion) over 2hrs per day	Per Event	£63.34	£64.60	£1.27	2.00%		
GT49	Other Bookings	Greenspaces	Fitness programmes i.e. exercise classes. - Min. 20 session booking	Per Event	£12.48	£12.73	£0.25	2.00%		
GT50	Other Bookings	Greenspaces	Sport markings - 200 m track	Per Event	£202.93	£206.98	£4.06	2.00%		
GT51	Other Bookings	Greenspaces	Sport markings - 400 m track	Per Event	£342.30	£349.15	£6.85	2.00%		
GT52	Other Bookings	Greenspaces	Additional markings (e.g. relay boxes, markers)	Per Event	£25.13	£25.63	£0.50	2.00%		
GT53	Other Bookings	Greenspaces	Not for profit fitness programmes - i.e. volunteer led programmes	One off fee, every 6 months	£57.04	£58.18	£1.14	2.00%		
GT54	Other Bookings	Greenspaces	Over mark for sports markings	Per Event	£37.61	£38.37	£0.75	2.00%		
GT55	Tree Inspection / Survey. Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per day	£312.12	£318.36	£6.24	2.00%		



Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT56	Tree Inspection / Survey. Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per hour	£46.65	£47.58	£0.93	2.00%		
GT57	Tree Inspection / Survey. Intermediate	Greenspaces	Tree Inspection / survey. To include: • Identification • Plotting onto GIS system • Safety and condition assessment • Recommendations and management plans	Per hour	£72.75	£74.21	£1.46	2.00%		
GT58	Trees - Professional advice	Greenspaces	Assessment of development impact on public trees	Per hour	£95.14	£97.04	£1.90	2.00%	Engage with colleagues in Planning and Highways, assessing impact of development on public trees from building and road installation	
GT59	Memorial Tree	Greenspaces	Memorial Tree (Standard 45/65 litre, 12-14cm girth)	Per Tree, Species Varies	Price on application	Price on application	£0.00	0.00%	Price depends on tree species, location, size etc	
GT60	Events	Greenspaces	Events - size 1-100	Per Event (Per Day)	£308.34	£314.51	£0.00	0.00%	Charity and community events are entitled to an 80% discount of the total hire charge	
GT61	Events	Greenspaces	Event size 101-1,000	Per Event (Per Day)	£690.90	£704.71	£13.82	2.00%	Charity and community events are entitled to an 80% discount of the total hire charge	
GT62	Events	Greenspaces	Event size 1,001-2,500	Per Event (Per Day)	£925.36	£943.86	£18.51	2.00%	Charity and community events are entitled to an 80% discount of the total hire charge	
GT63	Events	Greenspaces	Event size 2,501-5,000	Per Event (Per Day)	£1,233.70	£1,258.38	£24.67	2.00%	Charity and community events are entitled to an 80% discount of the total hire charge	
GT64	Events	Greenspaces	- Event size 5,000 +	Per Event (Per Day)	Price on application	Price on application	£0.00	0.00%	Fee is by negotiation Charity and community events are entitled to an 80% discount of the total hire charge	
GT65	Events	Greenspaces	Application Fee (Commercial)	Per Event	£0.00	£75.00	£75.00	New Charge		New charge for 2020-21 in line with other Local Council's
GT66	Events	Greenspaces	Application Fee (Charity/Not for Profit)	Per Event	£0.00	£30.00	£30.00	New Charge		New charge for 2020-21 in line with other Local Council's

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT67	Events	Greenspaces	Application Fee (Community Organisation)	Per Event	£0.00	£0.00	£0.00	0.00%	Applied to community groups / organisations only, this does not apply to registered charities	
GT68	Events	Greenspaces	Small Fun Fair (Up to 5 rides)	Per Day	£0.00	£391.51	£391.51	New Charge	There will be a 25% discount for non-trading days, and an 80% discount for charitable events	New charge for 2020-21 in line with other Local Council's
GT69	Events	Greenspaces	Medium Fun Fair (6-12 rides)	Per Day	£690.90	£704.71	£13.81	2.00%	There will be a 25% discount for non-trading days, and an 80% discount for charitable events	New charge for 2020-21 in line with other Local Council's
GT70	Events	Greenspaces	Large Fun Fair (13-19 rides)	Per Event	£0.00	£1,252.82	£1,252.82	New Charge	There will be a 25% discount for non-trading days, and an 80% discount for charitable events	New charge for 2020-21 in line with other Local Council's
GT71	Events	Greenspaces	Non Trading Day costs for fun fairs and large events	Per Day	£0.00	£0.00	£0.00	0.00%	A 25% discount is applied to the total hire charge on non-trading days. For example the set up and take down of an event	
GT72	Events	Greenspaces	Late application fee (Within 4 weeks of a small - medium event)	Per Event	£0.00	£55.00	£55.00	New Charge	This charge is in place to deter people from making bookings with less than the required 4 week notice	New charge for 2020-21 in line with other Local Council's
GT73	Events	Greenspaces	Late application fee (Within 12 weeks of a medium - large event)	Per Event	£0.00	£125.00	£125.00	New Charge	This charge is in place to deter people from making bookings with less than the required 12 week notice	New charge for 2020-21 in line with other Local Council's
GT74	Events	Greenspaces	Banner costs	Per Week	£32.93	£33.59	£0.66	2.00%		
GT75	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 30 mins	Per Visit	£0.00	£0.00	£0.00	0.00%	Free of charge	
GT76	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 1 hour	Per Visit	£1.04	£1.07	£0.02	2.00%		
GT77	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 2 hours	Per Visit	£1.57	£1.60	£0.03	2.00%		
GT78	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 3 hours	Per Visit	£2.09	£2.13	£0.04	2.00%		
GT79	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - Up to 4 hours	Per Visit	£5.22	£5.33	£0.10	2.00%		
GT80	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - All Day	Per Visit	£6.27	£6.39	£0.13	2.00%		
GT81	Mill Hill Park Car Parks	Greenspaces	Mill Hill Short Stay Bays - Up to 2 hours	Per Visit	£0.00	£0.00	£0.00	0.00%	Free of charge	New proposed car park controls. Decision for implementation to be agreed at a future committee
GT82	Mill Hill Park Car Parks	Greenspaces	Mill Hill Short Stay Bays - Up to 3 hours	Per Visit	£0.00	£2.00	£2.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT83	Mill Hill Park Car Parks	Greenspaces	Mill Hill Short Stay Bays - Up to 4 hours	Per Visit	£0.00	£3.00	£3.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT84	Mill Hill Park Car Parks	Greenspaces	Mill Hill Long Stay Bays - All Day	Per Visit	£0.00	£6.00	£6.00	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT85	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 30 mins	Per Visit	£0.00	£0.00	£0.00	0.00%	Free of charge	New proposed car park controls. Decision for implementation to be agreed at a future committee
GT86	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 1 hour	Per Visit	£0.00	£1.00	£1.00	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT87	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 2 hour	Per Visit	£0.00	£1.50	£1.50	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT88	Old Courthouse Recreation Grounds Car Park	Greenspaces	Old Courthouse Rec Car Park - Up to 3 hour	Per Visit	£0.00	£2.00	£2.00	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT89	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 1 hour	Per Visit	£0.00	£0.50	£0.50	New charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT90	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 2 hour	Per Visit	£0.00	£1.00	£1.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT91	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 3 hour	Per Visit	£0.00	£2.00	£2.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT92	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - Up to 4 hour	Per Visit	£0.00	£3.00	£3.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT93	Scratchwood Open Space Car Park	Greenspaces	Scratchwood Open Space - All Day	Per Visit	£0.00	£6.00	£6.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT94	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Short Stay Bays - Up to 2 hours	Per Visit	£0.00	£0.00	£0.00	0.00%		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT95	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Short Stay Bays - Up to 3 hours	Per Visit	£0.00	£2.00	£2.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT96	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Short Stay Bays - Up to 4 hours	Per Visit	£0.00	£3.00	£3.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT97	West Hendon Playing Fields Car Park	Greenspaces	West Hendon PF Long Stay Bays - All Day	Per Visit	£0.00	£6.00	£6.00	New Charge		New proposed car park controls. Decision for implementation to be agreed at a future committee
GT98	Other Bookings	Greenspaces	Site Hire (non sporting/non event use)	Hour	£0.00	£75.00	£75.00	New Charge		NEW CHARGE - Charge rounded up to the nearest hour
GT99	Other Bookings	Greenspaces	Administration Fee	Hour	£0.00	£25.00	£25.00	New Charge		NEW CHARGE - Charge rounded up to the nearest hour
GT100	Other Bookings	Greenspaces	Officer Fee	Hour	£0.00	£30.00	£30.00	New Charge		NEW CHARGE - Charge rounded up to the nearest hour

**Fees and Charges 2020/21**

Department: **Environment**  
 Area: **Highways DLO**

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SL1	Supply of Grit bin complete with salt	Highways DLO	Winter Service Activity on request	Each	£375.00	£389.00	£14.00	3.73%		
SL2	Refill Grit Bin following individual request	Highways DLO	Winter Service Activity on request	Each	£226.80	£235.40	£8.60	3.79%		
SL3	Refill Grit Bin as part of a bulk refill process	Highways DLO	Winter Service Activity on request	Each	£145.00	£150.50	£5.50	3.79%		
SL4	Install a Banner on a Street Light Column	Street Lighting	Charge applicable to attaching a banner with dual bracket arm to a lighting column	Each	£100.00 to £200.00	£100.00 to £200.00	£0.00	0.00%	Charge price depends on the number required in a single location	
SL5	Install a Banner on a Street Light Column, including design and printing	Street Lighting	Charge applicable to designing, printing and attaching a banner with dual bracket arm to a lighting column	Each	£0.00	£350.00 to £500.00	£350.00 to £500.00	New Charge	Cost will vary based on the size of the order. It is not possible at this stage to give a more specific pricing structure due to the nature of the contract	
SL6	Rent of an approved Advertising Banner placed on Street Furniture	Advertising	Weekly Charge applicable to a banner being displayed on street furniture	Weekly Charge	£0.00	£250.00	£250.00	New Charge	Would also require the one off rate of installing as above. Discounts of up to 25% would apply for quantities at the same location	
SL7	Electric Vehicle Charging	EV Charging	Per Kilowatt Hour charge for using the Electric Vehicle Charging points	Per Kilowatt Hour	34p per kilowatt hour	34p per kilowatt hour	£0.00	0.00%		

**Fees and Charges 2020/21**

Department: **Housing Revenue Account**  
 Area: **Leaseholder Service Charges**

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Leaseholder Services</b>										
LHS	Pre-assignment - standard fee	Ops - LHS	Service charge related info requested by the sellers solicitor to go to the buyers solicitor.		£235.00	£235.00	NIL	n/a		
LHS	Pre-assignment - express fee	Ops - LHS	Service charge related info requested by the sellers solicitor to go to the buyers solicitor.		£290.00	£290.00	NIL	n/a		
LHS	Enfranchisement	Ops - LHS			£241.50	£241.50	NIL	n/a		
LHS	Deed of Variation	Ops - LHS			£108.00	£108.00	NIL	n/a		
LHS	Section 42	Ops - LHS			£241.50	£241.50	NIL	n/a		
LHS	Request copy lease	Ops - LHS			£15.00	£15.00	NIL	n/a		
LHS	Deed of Postponement	Ops - LHS			£0.00	£0.00	NIL	n/a		
LHS	Deed of Covenant	Ops - LHS			£0.00	£0.00	NIL	n/a		
LHS	Remortgage administration (not currently)	Ops - LHS			Should be similar to PAE charge as same volume of work	Should be similar to PAE charge as same volume of work	NIL	n/a		
LHS	Service charge data - if LH wants to go back more than 12 months - hourly rate	Ops - LHS	The lease allows us to charge an hourly rate for historical service charge info - we don't currently	hourly	£36.00	£36.00	NIL	n/a		
LHS	Legal Costs for Debt Recovery - Costs on Service of S146	Ops - LHS	Claims for forfeiture of the lease		£159.25	£159.25	NIL	n/a		
NHT	Community Centre Charge	Ops - NHT	Community Centre Charge for resident use	hourly	£9.15 per hour on a weekday and £12.30 per hour on a weekend.	£9.15 per hour on a weekday and £12.30 per hour on a weekend.	NIL	n/a		

**Fees and Charges 2020/21**

Depart: **Housing Revenue Account**

Area: **Fire Safety**

Ref/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
<b>Fire Safety Sprinkler Systems</b>										
HRA	Fire Safety Sprinkler Systems	Housing Management	To recover the cost of Fire Safety Sprinkler System maintaining and servicing	1 Bed	£4.00	£4.00	£0.00	n/a		
HRA	Fire Safety Sprinkler Systems	Housing Management	To recover the cost of Fire Safety Sprinkler System maintaining and servicing	2 Bed	£4.69	£4.69	£0.00	n/a		
HRA	Fire Safety Sprinkler Systems	Housing Management	To recover the cost of Fire Safety Sprinkler System maintaining and servicing	3 Bed	£5.20	£5.20	£0.00	n/a		

# **Appendix H**

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## **Business Planning 2020/21-2024/2025**

### **General budget consultation 2020/21**

**8 January 2020 – 3 February 2020**

**Consultation Team, Strategy**



## 1. EXECUTIVE SUMMARY

This report sets out the consultation findings from the General Budget Consultation 2020/21 which will be presented as part of the budget paper at Policy and Resources on 19 February 2020 and Full Council on 3 March 2020.

### 1.1 Response to the consultation

- a total of 185 questionnaires were completed (184 online and one paper copy)
- the majority of responses were from residents
- one written response was also received via email.

### 1.2 Summary of consultation approach

- the consultation ran from 8 January 2020 to 3 February 2020
- the consultation consisted of an online questionnaire and summary consultation document which was published on [engage.barnet.gov.uk](https://engage.barnet.gov.uk)
- paper copies and an easy-read version of the consultation were also made available on request
- as part of the council's statutory duty to consult with National Non-Domestic Rate (NNDR) payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation
- the consultation was widely promoted via the council's residents' magazine, Barnet First; the council's website; local press; Twitter; Facebook; and posters in libraries and other public places
- super-users, i.e. users of non-universal services, were also invited to take part in the consultation through Community Barnet, Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super-user mailing lists.

## 1.2 Summary of key findings

### 1.2.1 Views on the overall budget for 2020/21

- just under one third of respondents (31%, 57 out of 184 respondents) agree with the council's proposed budget for 2020/21 (4% strongly agree, and 27% tend to agree)
- just over two fifths of respondents (44%, 81 out of 184 respondents) disagree with the council's proposed budget for 2020/21 (21% tend to disagree and 23% strongly disagree)
- the remainder were either neutral (18 %, 33 out of 184 respondents) or said they did not know or were not sure (7%, 13 out of 184 respondents,).

## 1.2.2 Views on the council's Council Tax proposals for 2020/21

Overall, nearly three fifths of respondents (56%, 53 out of 95 respondents) **support a Council Tax increase to help fund the budget gap in 2020/21:**

- just under two fifths of respondents (36%, 34 out of 95 respondents) support both the council's proposals on Council Tax: the proposal to increase general Council Tax by 1.99% and the proposal to apply a further 2% Social Care Precept in 2020/21
- 16% (15 out of 95 respondents) support the proposal to increase general Council Tax by 1.99 % in 2020/21 only
- 4%, (4 out of 95 respondents) support the proposal to apply a 2% Adult Social Care Precept to Council Tax in 2020/21 only
- just over two fifths of respondents (44%, 42 out of 95 respondents) do not support either of the council's proposals to increase Council Tax in 2020/21: the proposal to increase general Council Tax by 1.99% and the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21.

## 1.2.3 Views on theme committee saving and income proposals for 2020/21

- **Children's, Education and Safeguarding Committee (CES) received the highest level of support** for the saving and income generation proposals identified, with just over two fifths of respondents (44%, 42 out of 95 respondents) indicating they agree with the saving and income proposals identified within this committee for 2020/21.
- **Adults and Safeguarding Committee (AS) received the second highest level of support**, with just under two fifths of respondents (38%, 36 out of 95 respondents) indicating they agree with the saving and income proposals identified within this committee for 2020/21.
- **There were similar levels of support for saving and income generation proposals identified by Public Health**, with just over a third (36%, 34 out of 95 respondents) agreeing with the saving and income proposals identified within this committee for 2020/21.
- **Housing and Growth, Policy and Resources, and Environment Committee received the least support for their saving and income proposals, with only a quarter of respondents agreeing** with the saving and income generation proposals identified within each of these respective theme committees.

Just under two fifths of respondents **indicated they disagree (36%, 34 out of 95 respondents)** with the **Housing and Growth Committee, and Policy and Resources Committee (39%, 37 out of 96 respondents)** proposals.

- **Environment Committee received the highest number of respondents who disagree with the saving and income proposals identified within this committee for 2020/21**, with just over half of respondents (54%, 51 out of 94 respondents) indicated they disagree with the Environment Committee saving and income proposals for 2020/21.

### 1.2.4 Further comments on Theme Committee saving and income proposals for 2020/21

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

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

- **The most frequently mentioned comment was that respondents disagree with the proposal to charge for garden waste collection (24%, nine out of 37 respondents who answered this question):**

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

- **The second most frequently mentioned comment was that respondents did not support an increase in Council Tax, citing it was unaffordable (19%, seven out of 37 respondents who answered this question):**

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

### 1.2.5 Further comments on the proposed budget for 2020/21

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

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

- **Again, respondents felt Council Tax is already excessively high and that it was already too expensive already whilst wages have stayed the same (21%, ten out of 48 respondents who answered this question):**

*Respondents cited: The planned increase is well above the rate of inflation and will only serve to plunge those in low incomes further into debt. / I absolutely disagree with raising taxes while my wages have stagnated for years! / On a low income it is only*

possibly to cut more and more into one's savings until one has used them up and then ask for support oneself.

- **Conversely some respondents cited they supported an increase in Council Tax to help improve services Tax (15%, seven out of 48 respondents who answered this question):**

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

- **The third most mentioned comment was that respondents felt more should be spent on Environment Committee; improving roads; cleaning streets (8%, four out of 48 respondents who answered this question):**

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

Further details of the types of comments received can be found in section two of this report.

## 2 DETAILED FINDINGS

### 2.1 Introduction

The budget proposals for 2020/21 have been subject to a formal public consultation.

This report sets out the full findings from the council's consultation on its Business Plan 2020/21. The findings will be considered by Full Council on 3 March 2020, where the final decision on the council's budget for 2020/21 will be taken.

### 2.2 Summary of consultation approach

The 2020/21 General Budget Consultation began after Policy and Resources Committee on 8 January 2020 and concluded on 3 February 2020.

In terms of service-specific consultations, the council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2020/21 savings. The outcomes of these consultations are being reported into committee decision making processes.

### 2.3 Technical details and method

#### 2.3.1 In summary, the consultation was administered as follows:

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

#### 2.3.2 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the proposed 2020/21 budget. In particular the consultation invited views on the:

- overall budget, and saving and income generation proposals for 2020/21;
- proposal to increase General Council Tax by 1.99%

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- proposal to apply an Adult Social Care Precept on Council Tax of 2% to help pay for adult social care.

Throughout the questionnaire and where applicable, hyperlinks were provided to the relevant sections of the consultation document and to the detailed savings and/or income proposals for each committee. Links to further information on each of the Theme Committee's portfolio was also provided.

Those respondents who elected to receive a paper copy were also sent the consultation document and a copy of the 2020/21 saving and/or income proposals.

### 2.4 Response to the consultation

A total of 185 questionnaires have been completed -184 online, and one paper questionnaire.

#### 2.4.1 Response profile

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

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

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

There was also one written response via e mail. This response has also been incorporated into the findings and further details are provided in section 4.4 of this report.

## 2.4.2 Profile of protected characteristics

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

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

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

Table 2 below shows the profile of these who answered these questions. However, due to the low completion of these questions (48%), it has not been possible to do any demographic analysis on the consultation findings.

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

Protected Characteristic	Response	
	Number	%
Age		
16-17	0	0%
18-24	2	1%
25-34	4	2%
35-44	21	11%
45-54	16	9%
55-64	14	8%
65-74	18	10%
75+	3	2%
Prefer not to say	11	6%
Not answered	96	52%
<b>Total</b>	<b>185</b>	<b>100%</b>

Disability		
Yes	8	4%
No	67	36%
Prefer not to say	14	8%
Not answered	96	52%
<b>Total</b>	<b>185</b>	<b>100%</b>

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Protected Characteristic	Response	
	Number	%
Gender		
Female	33	18%
Male	45	24%
If you prefer your own term	2	1%
Prefer not to say	9	5%
Not answered	96	52%
<b>Total</b>	<b>185</b>	<b>100%</b>

Is your gender identity the same as the sex you were registered at birth?		
Yes, it's the same	71	38%
No, it's different	2	1%
Prefer not to say	16	9%
Not answered	96	52%
<b>Total</b>	<b>185</b>	<b>100%</b>

Disability		
Yes	8	4%
No	67	36%
Prefer not to say	14	8%
Not answered	96	52%
<b>Total</b>	<b>185</b>	<b>100%</b>

Ethnicity		
Black	3	2%
Asian	3	2%
White	57	31%
Other	4	2%
Prefer not to say	21	11%
Not answered	97	52%
<b>Total</b>	<b>185</b>	<b>100%</b>

Faith		
Baha'i	0	0%
Buddhist	0	0%
Christian	29	16%
Hindu	1	1%
Humanist	1	1%



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Protected Characteristic	Response	
	Number	%
Jain	1	1%
Jewish	9	5%
Muslim	4	2%
Sikh	1	1%
No religion	19	10%
Other Faith	2	1%
Prefer not to say	21	11%
Not answered	97	52%
<b>Total</b>	<b>185</b>	<b>100%</b>

Pregnancy		
Pregnant	0	0%
On maternity leave	0	0%
Neither	34	18%
Prefer not to say	9	5%
Not answered	142	77%
<b>Total</b>	<b>185</b>	<b>100%</b>

Sexuality		
Heterosexual	60	32%
Gay or Lesbian	1	1%
Bisexual	1	1%
Prefer to define your sexuality in other terms	1	1%
Prefer not to say	24	13%
Not answered	98	53%
<b>Total</b>	<b>185</b>	<b>100%</b>

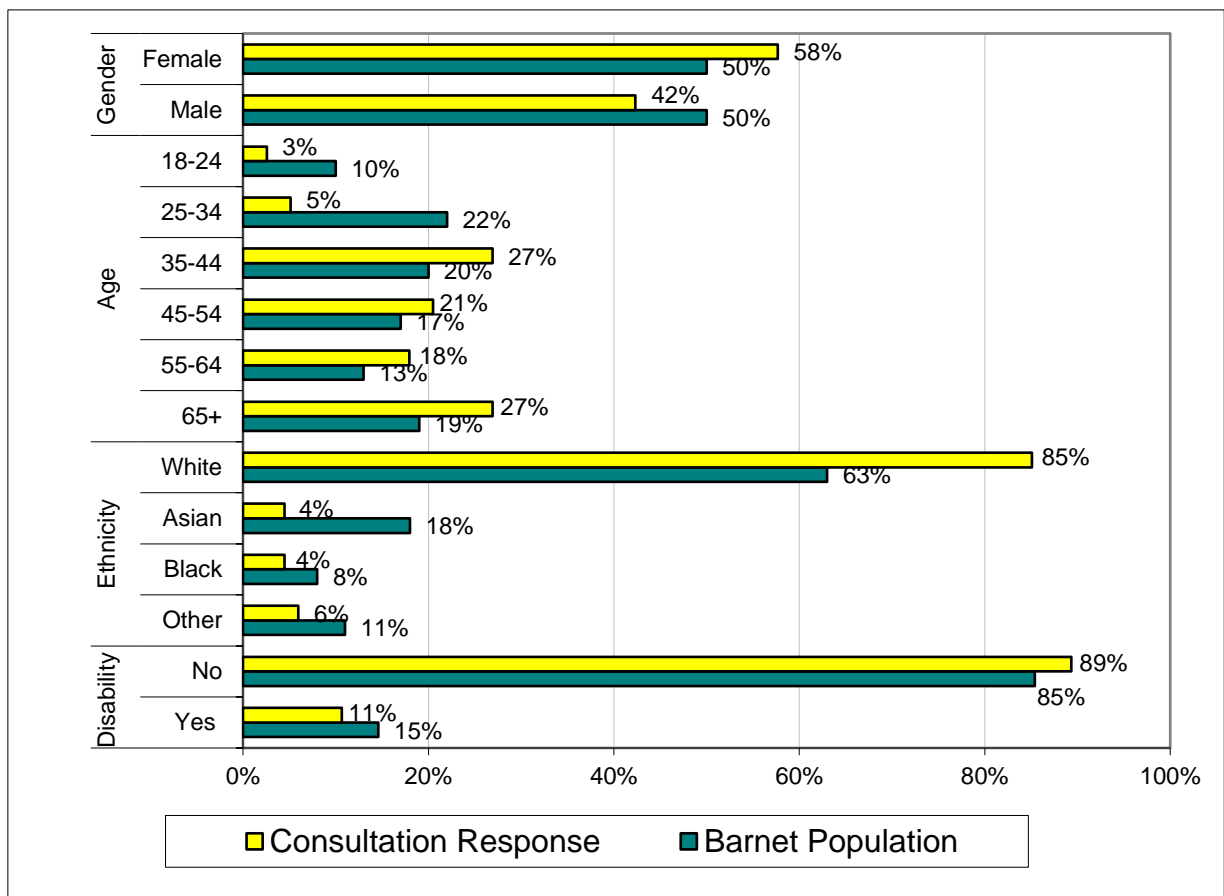
Marital Status		
Single	6	3%
Co-habiting	6	3%
Married	48	26%
Divorced	7	4%
Widowed	1	1%
In a same sex civil partnership	0	0%
Prefer not to say	19	10%
Not answered	98	53%
<b>Total</b>	<b>185</b>	<b>100%</b>

## 2.4.3 Profile of key demographics

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

However, again due to the low completion of the diversity monitoring questions (48%), it is difficult to draw any conclusions on how representative the response to the consultation is in terms of the borough’s actual population.

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



## 2.5 Calculating and reporting on results

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

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responses were very varied, however there were a number of common themes that were evident, and the most common themes have been summarised in this report.

### 3. Results in detail:

#### 3.1 Views on the budget for 2020/21

Respondents were asked to what extent they agree or disagree with the proposed budget for 2020/21. Table 3 below shows that:

- just under a third of respondents agree (31%) with the council's proposed budget for 2020/21 (4% strongly agree, and 27% tend to agree)
- just over two fifths of respondents disagree (44%) with the council's proposed budget for 2020/21 (21% tend to disagree and 23% strongly disagree).
- the remainder were either neutral (18 %) or said they did not know or were not sure (7%).

**Table 3: Respondents level of support for the proposed budget for 2020/21**

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

#### 3.2 Views on proposals to increase general Council Tax and to apply an Adult Social Care precept to Council Tax in 2020/21

Respondents were asked to indicate which of the following statements most closely aligns to their opinion in terms of the Council Tax proposals for 2020/21:

- I support the proposal to increase general Council Tax by 1.99% in 2020/21 and I also support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21
- I support the proposal to increase general Council Tax by 1.99% in 2020/21 only
- I support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21 only
- I do not support the proposal to increase general Council Tax by 1.99%, and I do not support the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21.

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Overall, nearly three fifths of respondents (56%) **support a Council Tax increase to help fund the budget gap in 2020/21**. Table 4 below shows that:

- just under two fifths of respondents (36%) support both the council's proposals on Council Tax: the proposal to increase general Council Tax by 1.99% and the proposal to apply a further 2.00% Social Care Precept in 2020/21
- 16% support only the proposal to increase general Council Tax by 1.99 % in 2020/21
- 4% support only the proposal to apply a 2% Adult Social Care Precept to Council Tax in 2020/21
- just over two fifths of respondents (44%) do not support either of the council's proposals to increase Council Tax in 2020/21: the proposal to increase general Council Tax by 1.99% and the proposal to apply an Adult Social Care Precept on Council Tax of 2% in 2020/21.

**Table 4: Respondents level of support for proposed Council Tax increases**

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

### 3.3 Theme Committee saving/income proposals for 2020/21

Respondents were asked to what extent they agree or disagree with each of the saving and income proposals identified for each of the Theme Committees in 2020/21. Table 5 over the page shows that:

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- **The saving and income generation proposals in Children’s, Education and Safeguarding Committee (CES) received the highest level of support**, with just under half of respondents (44%) indicating they agree with the saving and income proposals identified within this committee for 2020/21.  
Just under a third of respondents indicated that they disagree with the saving and income proposals identified by CES. The remainder were either neutral (15%) or said they did not know or were not sure (2%), with a further 10% of respondents indicating they did not wish to comment on this theme committee.
- **Adults and Safeguarding Committee (AS) had the second highest level of support**, with just under two fifths of respondents (38%) agreeing with the saving and income proposals identified within this committee for 2020/21.  
A similar number of respondents (36%) indicated that they disagree with the saving and income proposals identified within AS. The remainder were either neutral (13%) or said they did not know or were not sure (2%), with a further 12% of respondents indicating they did not wish to comment on this theme committee.
- **There were similar levels of support for saving and income generation proposals identified by Public Health**, with just over a third (36%) agreeing with the saving and income proposals identified within this committee for 2020/21.  
Slightly less respondents disagree (31%) with the saving and income proposals identified within Public Health. The remainder were either neutral (21%) or said they did not know or were not sure (2%), with a further 11% of respondents indicating they did not wish to comment on this theme committee.
- **Housing and Growth, Policy and Resources, and Environment Committee received the least support for their saving and income proposals, with only a quarter of respondents agreeing** with the saving and income generation proposals identified within each of these respective theme committees.  
Just under two fifths of respondents **indicated they disagree (36%) with the Housing and Growth Committee, and Policy and Resources Committee (39%) proposals.**
- **Environment Committee received the highest number of respondents who disagree with the saving and income proposals identified within this committee for 2020/21**, with just over half of respondents (54%) indicated they degree with the Environment Committee saving and income proposals for 2020/21.

**Table 5: Views on the savings and income proposals identified by each Theme Committee**

Theme Committee	Agree		Neither agree nor disagree		Disagree		Don't know / not sure		No comment		Total
	%	Base	%	Base	%	Base	%	Base	%	Base	Base
Children, Education and Safeguarding	<b>44.2%</b>	42	14.7%	14	<b>29.5%</b>	28	2.1%	2	9.5%	9	95
Adults and Safeguarding	<b>37.9%</b>	36	12.6%	12	<b>35.8%</b>	34	2.1%	2	11.6%	11	95
Public Health	<b>35.8%</b>	34	21.0%	20	<b>30.5%</b>	29	2.1%	3-2	10.5%	10	95
Housing and Growth	<b>26.3%</b>	25	24.2%	23	<b>35.8%</b>	34	3.2%	3	10.5%	10	95

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Policy and Resources	<b>25.0%</b>	24	22.9%	22	<b>38.5%</b>	37	3.1%	3	10.4%	10	96
Environment	<b>24.5%</b>	23	11.7%	11	<b>54.3%</b>	51	2.1%	2	7.5%	7	94

### 3.4 Further comments on Theme Committee saving and income proposals for 2020/21

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

The responses to this question were varied and the most common themes, with a response of four comments or more, have been summarised below. Percentages are based on those who answered this question. Further details of the type comments received are provided in table 6.

➤ **Environment Committee, ENV1 Chargeable garden waste collections (24%, nine respondents):**

*I disagree with the green bin charging scheme / Charging will divert waste into grey bins or fly tipping / Moving to charging will result long term in increased removal of the green parts of our borough.*

➤ **Do not support an increase in Council Tax /an increase in Council Tax is not affordable (19%, seven respondents):**

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

➤ **Frequent comments regarding Environment Committee and Policy Resources Committee:**

It is worth noting that Policy and Resources and Environment Committee received the most comments, however many of these comments were varied and could not be coded into a common theme apart from grouping them under their respective theme committees.

Table 6 over the page gives full details of the types of comments received under each theme committee. Comments that were only cited by one respondent are grouped as 'other' under each theme committee.

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**Table 6: Comments on the saving and income generation proposals that have been identified in each committee for 2020/21**

Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Number of respondents who completed this question	37	20%
Number of respondents who did not answer this question	148	80%
<b>Total Base</b>	<b>185</b>	<b>100%</b>
Adults and Safeguarding	Number of comments	%
<b>Don't support the increase to Social Care precept:</b> Adults & safeguarding; already a social care precept in place to meet costs, so unreasonable to increase further / The adult social care precept .... won't be efficient enough to provide benefit, i.e. 2% tax may result in only 1% benefit therefore financially speaking this should not go ahead. For every pound spent you should be providing one pounds worth of benefit for the community. This is something the council fails to do time and time again.	2	5%
<b>Other Adults and Safeguarding Committee comments:</b> the review of care packages to step down the accommodation setting to less an intensive option sometimes goes against the wishes of families and the individual which is unacceptable. The same issue is true for mental health packages. Purchasing nursing care packages from other boroughs means that friends and relatives will have to travel further to see their friends and loved ones and may mean they become isolated.	1	3%
Children, Education and Safeguarding	Number of comments	%
<b>Children, Education and Safeguarding comments:</b> We should be investing in children's education. They are the future taxpayers even if they don't / How can you be confident of delivering the savings of remodelled placements which at the same time delivering the same or better care. This seems a very late saving which if it could have been made would have happened before now.	2	5%
Community Leadership and Libraries Committee	Number of comments	%
Savings should be taken from the community leadership/libraries budget	1	3%

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Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Environment Committee	Number of comments	%
<p><b>ENV1 Chargeable garden waste collections / I disagree with charging for garden waste:</b> Disagree with the green bin charging scheme. I prefer that the council maintain the roads and the bin services and scale back other activities, especially any activities with a 'growth' of town centre and cycling initiatives. / Charging for green bins will divert waste into grey bins or fly-tipping, reducing net savings / Moving to further cut garden waste service and move to charging will result long term in increased removal of the green parts of our borough as people seek to avoid having to pay directly.</p>	<b>9</b>	<b>24%</b>
<p><b>Comments on feeling safe:</b> More could be spent on the environment to make it safer. / All I know is Barnet used to be a relatively safe and pleasant borough to live in it is now crime ridden and Lawless and becoming very unpleasant to live in.</p>	<b>2</b>	<b>5%</b>
<p><b>Other Environment comments:</b> Street cleaning has almost ceased to exist in this area / Environment - the cuts are short-sighted (long term). / There is no supporting evidence to justify the £5 million of savings for "Smart Cities", whatever that means, and for parking charges. / The state of the roads and pavements in Barnet is a disgrace. Filling potholes endlessly shows they need resurfacing properly / More money should be placed in the likes of...environment</p>	<b>7</b>	<b>19%</b>
Housing and Growth	Number of comments	%
<p><b>Comments about increased housing and lack of infrastructure:</b> While all the new accommodation will generate more council tax there seems to be no recognition that more people means more demand for services. So, with the one hand you are making cuts to services yet with the other you are actively creating more demand by encouraging more development. / There is no housing being built for older the who wish to downsize to something reasonable, not a rabbit hutch! Also, the roads are increasingly overcrowded and there does not seem to be any extra infrastructure with doctors' hospitals or roads to cope with the increase of population we now have.</p>	<b>2</b>	<b>5%</b>
<p><b>Other comments about Housing and Growth Committee:</b> Barnet do lots of talking and expensive consultations and not enough actual doing. Especially the shambles of what is going on with Brent cross and Brent cross South / It seems ludicrous to say you will generate £203k a year from subletting Barnet House when it is costing £65k a month for the next 12 years because the council moved offices to Colindale without exiting the lease at Barnet House. Exiting the Lease at NLBP was always planned and part of the business case for moving to Colindale. This entry in effect shows the saving twice / You need to invest in the local economy / More money should be placed in the likes of Housing.</p>	<b>4</b>	<b>11%</b>



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Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Policy and Resources	Number of comments	%
<p><b>Comments regarding CSG and Capita contracts:</b> P&amp; R- You are planning to reconfigure commercial, performance and executive support at a time when more rigorous control and enforcement of contracts is vital and when contractual failings have been repeatedly identified. This seems like a massive false economy. Are the cuts to the CSG contract real or on paper only? / The best thing you can do is terminate the Capita contracts and bring everything back in house! / The amount of money wasted.... on inappropriate outsourcing....</p>	3	8%
<p><b>Comments regarding mis-managing budgets:</b> Perhaps all councillors and staff working for the council should have a pay deduction to make up for the deficit that they have created through mismanaging our money? / The amount of money wasted on unnecessary managers.... and other inability of budget controllers shouldn't penalise the taxpayer.</p>	2	5%
<p><b>Other Policy and Resources comments:</b> Policy and Resources looks like it could sustain greater savings compared to the savings being offered from other departments (even those departments experiencing higher demand) / I understand that the VCS support contract will end in August (Groundwork) and October (Inclusion Barnet) without its planned extension and there is no provision to replace it. Losing the current support offer would have a huge impact on our organisation. In particular, the council can't do sector representation itself, by definition / You need to increase your funding that goes to SMEs and to local businesses.</p>	7	19%
Public Health	Number of comments	%
<p><b>Other Public Health comments:</b> There is also further scope for economy in the public health budget - many public health programmes have poor clinical outcomes, and the council should conduct a zero-base review of this area to ensure the council taxpayer is getting value for money./ Public Health (line 6): Doctors' surgeries and hospitals in Barnet are very overstretched and under-resourced./ PH3 What on earth is reduction in services O11 / More money should be placed in the likes of Public Health.</p>	4	11%
Comments on Council Tax	Number of comments	%
<p><b>Do not support an increase in Council Tax / An increase in Council Tax is not affordable / Council tax increase is unacceptable:</b> Please don't generate income by increasing council tax for people earning less than £21,000 per year. / My objection is an increase in council tax while the tax goes up every year it's become hard to afford payments. / Please increase income generation and savings to balance the budget without raising the Council tax level.</p>	7	19%

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Do you have any comments to make about the saving and income generation proposals that have been identified in each committee for 2020/21?	Number of comments	%
Not enough detail provided in the consultation	Number of comments	%
Not enough detail to know what I am answering to, for example PH3 What on earth is reduction in services O11 / Your documents are so vague that there is no way in telling exactly how the council will save money and what they are spending it on.	<b>3</b>	<b>8%</b>
Other comments	Number of comments	%
I don't feel like this clearly addresses the significant revenue generated from such large quantity of residents, yet the borough looks like a third world country. / I don't know why you ask as you never listen to what Barnet residents tell you. You just go ahead and do whatever you want. / The issue is not what you spend, but how you spend it.	<b>4</b>	<b>11%</b>
Total number of different types of comments	<b>60</b>	<b>162%<sup>1</sup></b>

### 4.3 Further comments on the proposed budget for 2020/21

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

Again, the responses to this question were varied and the most common themes, with a response of four comments or more have been summarised below. Percentages are based on those who answered this question. Further details of the type comments received are provided in table 7 over the page.

➤ **Council Tax is already excessively high / Stop increasing council tax / Too expensive already whilst wages have stayed the same (21%, ten respondents):**

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

<sup>1</sup> Percentages are based on those who answered this question Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 60 different types of comments were received from the 37 respondents who answered this question.

## GENERAL BUDGET CONSULTATION 2020/21

- **Support an increase in Council Tax to help improve services (15%, seven respondents):**

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

- **More should be spent on Environment/ Improving roads/ Cleaning Streets (8%, four- respondents):**

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

Table 7 below gives full details of the types of comments received under each theme committee. Comments that were only cited by one respondent are grouped as 'other' under each theme committee.

**Table 7: Further comments about the proposed budget for 2020/21**

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
<b>Number of respondents who completed this question</b>	<b>48</b>	<b>26%</b>
<b>Number of respondents who did not answer this question</b>	<b>137</b>	<b>74%</b>
<b>Total Base</b>	<b>185</b>	<b>100%</b>
Adults and Safeguarding	Number of comments	%
<b>Adults &amp; Safeguarding budget:</b> I feel that too much of the budget is allocated towards adults & social care along with policies & resources, especially as I do not understand how it benefits me directly. I think more needs to be allocated to children/education, public health & policing / You are charging separately for green waste collections, arguing that only those who use them should pay. So why don't you use the same argument for "adults and safeguarding" and only those who use it should pay?	<b>2</b>	<b>4%</b>
<b>Other Adults and Safeguarding Committee comments:</b> Pay local care providers what they are asking for care provision, lack of staff is rooted in poor pay, start paying the real living wage ...no excuse for raising this money and then not paying care providers to recruit train and retain key staff.	<b>1</b>	<b>2%</b>

## GENERAL BUDGET CONSULTATION 2020/21

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
Children, Education and Safeguarding	Number of comments	%
<p><b>Comments on more money needs to be spent on schools:</b> My extreme concern as a parent in Barnet is the lack of provision and money for schools. The increased proposal of 2million additional spending across the borough feels that it will not suffice. I am not suggesting that the balancing of the budget is wrong, but I am devastated that my school is asking all parents to pay directly to help fund the school. Essentially education spending is insufficient in Barnet and it is a disgrace / Would also like to see more secondary schools in Barnet with high standards.</p>	2	4%
Environment Committee	Number of comments	%
<p><b>More needs to be spent on Environment / Improving roads/ Cleaning Streets:</b> More should be spent on the environment/ As mentioned previously, would prefer the roads to be well maintained. The area to be clean and well-lit and bins collected regularly / There are many pavements (e.g. High Road between Whetstone &amp; North Finchley) in the autumn/winter that need clearing of leaves so that they don't become slippery &amp; dangerous. / I would support any funding to deal with fly tipping in child's hill / There are many more roads &amp; large potholes that need fixing. Perhaps the government should find a way of taxing people with large cars (I.e. SUVs, Range Rovers etc) which are destroying the roads.</p>	4	8%
<p><b>Other Environment Committee comments:</b> ENV1 Chargeable garden waste collections: I do not support garden waste charging: I would urge the Environment Committee to reconsider their decision to charge for Green Waste Collection in the interests of the residents of the Borough of Barnet.</p>	1	2%
Housing and Growth	Number of comments	%
<p><b>What has happened with the extra revenue generated from new homes being built:</b> With thousands of new flats the extra revenue generated does not reflect services available. with no improvement to services / What has happened to all the council tax from the massive over development of Colindale?</p>	2	4%
<p><b>Too many houses being built:</b> I think too many new homes apartment blocks are being built in the borough, particularly in concentrated areas / Extra housing and social housing has now become detrimental to the quality of life to most of us!!</p>	2	4%
<p><b>Comments about Saracens:</b> To what extent does the £30m given to Saracens....impact on the budget shortfall and need for savings in other areas? And are these the reasons for preventing public scrutiny of council decisions? / It is not visible for the council to raid my monthly wages to pursue unnecessary projects like giving loans to Saracens?</p>	2	4%

## GENERAL BUDGET CONSULTATION 2020/21

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
<p><b>Other Housing and Growth comments:</b> The council should not get involved in other areas especially promoting 'growth' and 'climate emergency' measures. They tend to be cover for wasteful activities and are not part of the core services / To what extent does the ... cost associated with the redevelopment of Brent Cross impact on the budget shortfall and need for savings in other areas?</p>	2	4%
Policy and Resources	Number of comments	%
<p><b>Policy and Resources comments:</b> Once again I urge you to sell the Mayor's car and set an example to the electorate instead of driving him/her around in a Jaguar which not only guzzles petrol but is environmentally unsound. Get an electric car now! / As a registered charity we rely on the support of Inclusion Barnet and Young Barnet Foundation and would hope that London Borough of Barnet will continue its contract with Inclusion Barnet and fund something towards the support we receive from Young Barnet Foundation.</p>	2	4%
Public Health	Number of comments	%
<p><b>Public Health comments:</b> Would like to see more spent on healthcare (need more GP surgeries in Totteridge!). So many new build homes in the area and no additional GP surgeries it's a nightmare.</p>	1	2%
Council Tax	Number of comments	%
<p><b>Council tax is already excessively high / Stop increasing council tax / Too expensive already whilst wages have stayed the same:</b> The planned increase is well above the rate of inflation and will only serve to plunge those in low incomes further into debt. / I absolutely disagree with raising taxes while my wages have stagnated for years! / On a low income it is only possibly to cut more and more into one's savings until one has used them up and then ask for support oneself. / It is a disgrace to be asking us to pay an additional tax (adult &amp; social care tax) on top of an already large council tax which you also want to increase each year. This will lead to people not being able to afford to pay it, or not pay for other important things (e.g. things for exercise/health) &amp; it will just cause more problems for the borough to have to sort out and pay for.</p>	10	21%
<p><b>Support an increase in Council Tax to help improv services:</b> The council should consider a referendum on a higher increase in council tax, to get finances back to a level that would support real service improvements. / I would be willing to pay even more in order to protect services if central government would allow us. / Yes, consider putting the council tax up more in order to improve living standards in the borough. They have gone down enormously and it is not a nice place anymore / Council Tax should be further increased so that the budget balances. / I agree with proposed Council Tax increase but require a big improvement in the street cleaning activity.</p>	7	15%

## GENERAL BUDGET CONSULTATION 2020/21

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
<p><b>Other Council Tax comments:</b> You need to ask yourselves how other councils provide for a much better/cheaper borough i.e. Wandsworth band F is £1,146 yet Barnett is £2,232. How is there such a disparity?</p>	1	2%
Other comments	Number of comments	%
<p><b>Suggestions for income generation:</b> Implement taxes and increase fines - implement a specific tax on alcohol, tobacco and petrol/diesel purchased within the borough; implement tax on gambling. Increase fines for littering. Implement speed cameras across residential areas. / Focus on shared ownership social housing (vs. social rent) in which the borough can benefit from long term value appreciation as well in order to fund future budgets. Ensure council owned leisure centres are profit centres to cross subsidise other parts of the budget. / The council should use the revenue created through in-house businesses and capital revenue to fund the increasing adult social care costs... and a levy to collect bins on top of a rise in council tax is not acceptable.</p>	2	4%
<p><b>Comments about further savings:</b> Identify further areas for cuts within the budget, likely in the large categories e.g. Adults and Safeguarding, Children, Education and Safeguarding, Policy and Resources / You are making appropriate savings in some areas. However, you should be doing more to lobby government to ease austerity and bring back funding levels to where they used to be.</p>	3	6%
<p><b>Cut salaries of staff/managers at the council:</b> Wages are not going up by 3% so how come we have to lower our living standard so council can keep theirs up cut wages in council its obscene some of the wages paid / too many Council 'bigwigs' are getting very high salaries, while we're told services must be cut. Try cutting management salaries!</p>	2	4%
<p><b>Not enough detailed information on budget:</b> Why can't you tell us exactly where the money is going instead of giving us a generalised pie chart with very vague themes? / Your proposed budget should include all the proposed areas and amounts per area that would be saved.</p>	2	4%
<p><b>Other comments:</b> The system itself needs to be improved putting extra money into a broken/inefficient system is pointless / Thank you for doing a good job and for making Barnet a pleasant place to live, and for soliciting input from the constituents, it is greatly appreciated/ We need to address injustice and social mobility. We have a predominantly middleclass borough who are unfamiliar with the less advantaged. We need to support them and to provide opportunity / In reality it took far longer to complete as the reader is then directed to a number of different links to analyse proposals from different areas.... other consultations are referenced which closed before this consultation even began - case in point the green bin collection consultation which nobody I have questioned (thus far 40 households and still counting) even knew about ....</p>	7	15%

## GENERAL BUDGET CONSULTATION 2020/21

Do you have any further comments to make about our proposed budget for 2020/21?	Number of comments	%
Total number of different types of comments	55	115% <sup>2</sup>

### 4.4 Written response to the consultation

There was also one written response from a resident. Full details of the written response have been summarised below:

- the council needs to work better when it comes to making our street safer for drivers and pedestrians and NOT to focus on generating money from unfair penalties (especially in junction boxes)
- providing parking places for people travelling from areas that there is no convenient means of public transport to link them to their place of work
- cut down on unnecessary road works that cost the taxpayer and drains budgets
- making sure the pay rise rate for CEO or executives matches the national inflation rate
- the council should keep things as they are against charging for green waste collections could cause fly-tipping problems and moving to fortnightly bin collections could result in smelly bins (citing non-hazardous clinical waste).

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<sup>2</sup> Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 55 different types of comments were received from the 48 respondents who answered this question.

# **Appendix I**

## **Business Planning 2020/21**

### **Cumulative Equalities Impact Assessment (CEqIA)**

**2020/21**

**Consultation, Strategy Team**



## 1. Introduction and scope of assessment

Barnet Council, in line with its statutory responsibilities, undertakes Equality Impact Assessments (EqIAs). EqIAs provide a systematic way of assessing the impact of decision making on different equality groups. During the council's annual budget cycle, EqIAs are completed for all proposals identified as requiring them to inform decision making. An EqIA should be completed if a proposal affects residents or staff with protected characteristics; these characteristics are set out on page two of this appendix.

This document summarises the Equality Impact Assessment for the budget proposals for the financial year 2020/21 and also takes account of previous CEqIA reports. Budget decisions can have different impacts on different groups of people, either through changes to individual services or changes to a range of services, which have an impact cumulatively on a particular group. This report highlights:

- the key impacts of potential budget decisions for legally protected groups
- where a series of decisions might have a greater negative impact on a specific group
- ways in which negative effects across the council may be minimised or avoided, and where positive impacts can be maximised or created.

## 2. Legal duties

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

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

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

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

- a. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- b. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- c. encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

- a. tackle prejudice
- b. promote understanding.

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

- age
- disability
- gender reassignment
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- marriage and civil partnership.

The Equality Duty does not impose a legal requirement to conduct an Equality Impact Assessment, rather it requires public bodies to demonstrate their consideration of the Equality Duty and the conscious thought of the Equality Duty as part of the process of decision-making. This entails an understanding of the potential effect the organisation's activities could have on different people and a record of how decisions were reached.

In addition to the protected characteristics identified within the Equality Duty, Barnet Council also considers the impact of decision making on other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition which might mean that our proposals will impact more heavily on them.

### 3. Our approach

In Barnet we use the EqIA process to identify the main potential impacts on groups covered by legislation (the protected characteristics in the Equality Act 2010). The budget savings report includes a line for each savings proposal, indicating whether or not an EqIA is required. An EqIA is required for any proposal which alters service delivery and is assessed to impact those with protected characteristics.

This report identifies areas where there is a risk that changes resulting from individual budget proposals for 2020/2120, may have, when considered together, a negative impact on particular groups.

It is important to note this is an ongoing process. As individual budget proposals are developed and implemented, they will be subject to further assessment. This assessment also describes mitigating actions that are being put in place.

### 4. Context

We have big ambitions for Barnet, but like all councils we're in a difficult financial situation, with over £71.9m to save over the next five years. This is in the context of more and more people needing our services, increasing costs, and uncertainty about our future funding.

So far, Barnet has been innovative in its approach to tackling this financial challenge by being open to new ways of doing things, finding ways to become even more efficient and working closely with partners across the public, private and voluntary sectors. But having already made a significant amount of reductions, the process of finding further savings is getting increasingly more difficult.

Going forward, the council will need to make some tough decisions about priorities and how we spend our limited resources, and it is important for us to ensure we get residents views and feedback on what matters to them and how we should approach this. The Corporate Plan for 2019-24 sets out our vision and strategy for the next five years. This includes the outcomes we want to achieve for the borough, the priorities we will focus resources on, and our approach for how we will deliver this.

The Corporate Plan 2019-2024 also includes the Council's updated Strategic Equalities Objective: Ensuring that residents are treated equally, with understanding and respect, and all have access to quality services.

## 5. Findings from previous years

The CEqIA for 2019/20 showed that the Budget proposals would have positive and neutral benefits on Barnet residents and businesses including the protected characteristics. However, minimal negative impacts were identified in the following areas, where mitigating actions would need to be introduced:

- overall it was identified that there may be a cumulative negative impact on residents with disabilities, on those within certain age groups and on individuals based on their marital status
- there are also some cumulative positive impacts, with young people, those of working age and those with disabilities being positive impacted by the proposed changes
- in addition to those with protected characteristics, the following groups may be negatively impacted by the 19/20 budget: carers, people on a low income, those unemployed and young people who are NEET.

## 6. 2020/21 Savings Proposals with EqlAs

The table on the following page summarises the 2020/21 budget savings proposals which have EqlAs. One saving proposal for 2020/21 does not have an EqlA: Adults and Safeguarding: AS10 Changes to Fees and Charges. The service specific consultation findings and updated EqlA will be presented to Adults and Safeguarding Committee in February 2020 before incorporating into this CEqIA.

**Key:**  
**Positive +**  
**Negative –**  
**No Impact o**  
**Unknown x**

## Summary of 20 20/21 savings proposals

Budget Ref	Description of proposals	Overall Outcome of EQIA including mitigation	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups
<b>Adults and Safeguarding Committee</b>												
A&S 1	Transformation of Your Choice Barnet Contract supported living and day-care services (the EqIA can be found <a href="#">here</a> )	Positive	+	+	o	o	o	o	+	o	o	+ Carers
A&S 5	Increasing block nursing care placements (the EqIA can be found <a href="#">here</a> )	Positive	+	+	o	o	+	+	+	o	o	+ In receipt of Care
A&S 7	Implementing a pre-paid card solution and transitioning 80% of direct payment clients to it (the EqIA can be found <a href="#">here</a> ).	Negative	-	-	o	o	o	o	-	o	o	- (Carers, People with mental health conditions, some families and lone families, those on a low income, unemployed, Young people NEET
A&S13	Increasing the independence of older adults / clients with physical disabilities through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements (the EqIA can be found <a href="#">here</a> ).	Positive / Neutral <sup>1</sup>	-	-	o	o	-	o	o	o	o	- (Carers)

<sup>1</sup> The negative impact may affect *some* older people, people with disabilities or those from specific religious backgrounds however, it will not negatively impact all of those identified therefore the overall impact has remained positive / neutral.

Budget Ref	Description of proposals	Overall Outcome of EqIA	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups
A&S14	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care (the EqIA can be found <a href="#">here</a> ).	Positive	+	+	0	0	0	0	+	0	0	+ (Carers)
A&S15	Support for working age adults: Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option, step up setting where there is a risk of carer breakdown, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals (the full EqIA can be found <a href="#">here</a> ).	Positive	+	+	0	0	0	0	0	0	0	+ (Carers, unemployed, people on low income, unemployed people)
A&S16	Strength based reviews of people with mental health conditions: Several activities are being planned to support this proposal (the EqIA can be found <a href="#">here</a> ).	Positive	+	+	0	0	0	0	+	0	0	+ (People with mental health problems living in poverty are reliant on

													publicly funded social care)
Environment Committee													
Budget Ref	Description of proposals	Overall Outcome of EqIA	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups	
ENV1	Proposal to introduce an annual charge for the collection of garden waste from households. The existing service is provided with no direct charge made to service users, however this is not a statutory service, and a charge can be made for this service. The saving will encourage more residents to compost at home and will reduce collection costs and vehicle emissions (the EqIA can be found <a href="#">here</a> ),	Minor negative	-	-	0	0	0	0	0	0	0	0	- (Residents living in area of higher deprivation, unemployed)
ENV3	Advertising: Review and re-procurement of the current bus shelter advertising contract. New provision of advertising and sponsorship across the public realm; including new developments, highways, parks and open spaces, town centres, and additional Council assets and infrastructure (e.g. bridges and roundabouts). (The EqIA can be found <a href="#">here</a> ).	No Impact on Bus shelters	0	0	0	0	0	0	0	0	0	0	0
ENV 3	Street Lighting: Proposed LED retrofit of street lighting across the borough to improve energy efficiency, light quality, and value for money ((the EqIA can be found <a href="#">here</a> ).	Minor negative	0	-	0	0	0	0	0	0	0	0	0

Budget Ref	Description of proposals	Overall Outcome of EqIA	Age	Disability	Gender reassignment	Pregnancy and maternity	Race / Ethnicity	Religion or belief	Gender	Sexual orientation	Marital status	Other key groups
<b>Public Health</b>												
PH5	Healthy Child Programme - redesigning support for pregnant teenage parents (the EqIA can be found <a href="#">here</a> ).	Minor negative impact	-	-	0	-	0	0	-	0	0	- Lone female parents
<b>Housing and Growth</b>												
H7	Development of affordable housing supply: The proposal involves the delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. The council has approved the investment of £1m, of which £0.25m is already committed. Provision of this affordable supply would result in increased temporary accommodation cost avoidance (the EqIA can be found <a href="#">here</a> ).	Positive impact	+	+	0	0	0	0	0	0	0	+
H8	Acquisition of affordable housing from the open market: The proposal involves the delivery of 250 homes across 3 schemes. Units will be funded through HRA borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply would result in increased temporary accommodation cost avoidance (the EqIA can be found <a href="#">here</a> ).	Positive impact	+	+	0	0	0	0	0	0	0	+



## 7. Analysis of the cumulative equalities impact

For the 20/21 budget there are 13 savings proposals for which EQIAs have been conducted. Of these overall: eight have forecasted the outcome of a positive or neutral impact; one with a negative impact; three with a minor negative impact; and one with no impact.

It is anticipated that there could be a cumulative equalities impact on two of the protected characteristics – age and disability – alongside a cumulative impact on some of the other identified key groups. This includes carers, people on a low income, those unemployed and young people who are NEET. Further detail on these impacts and any identified mitigating actions can be found below.

It is important to note that there are also continuations of savings proposals from previous years that may add to any potential cumulative impacts, as discussed in Section 5. People with protected characteristics that were negatively impacted by the 19/20 budget included residents with disabilities, on those within certain age groups and on individuals based on their marital status. In addition to those with protected characteristics, the following groups may be negatively impacted by the 19/20 budget: carers, people on a low income, those unemployed and young people who are NEET.

### Age

Seven of the 13 EqlAs completed show a positive impact on specific age groups (young people, older people, and people of working age), details of which can be found in Table One below.

Two of the 13 EqlAs completed a possible negative impact on older service users these are due to the changes to the way in which Adult Social Care services are delivered.

Two out of the 13 EqlAs completed showed a possible a minor negative impact, these are relating to:

- the introduction of charging for Garden Waste and the possible impact on older people paying for the service online.
- the redesign the Health Child Programme and the possible impact on women under 20 years of age.

These impacts have been thoroughly considered and the following mitigations have been identified. It is anticipated that further mitigations will be put in place as and when proposals and projects develop.

Table one below illustrates the impacts on age and the mitigating actions where there is a possible negative impact

<b>Table one: Age - Positive, negative impacts and mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
A&S1: <a href="#">Transformation of Your Choice Barnet Contract for supported living and day-care services</a>	Positive impact: For young and working-age adults as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment.	None required
A & S 5: <a href="#">Increasing block nursing care placements</a>	Positive impact: This should have a positive impact on older people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital.	None required
A & S 7: <a href="#">Implementing a pre-paid card solution</a>	Negative impact: When it comes to older clients, moving from a DP bank account to a prepaid card account could create a disproportionate impact, particularly as prepaid card accounts rely heavily on clients being able to access and use services on-line to a proficient level.	Support and guidance offered for any services switching online, alongside alternative options where required
A & S 13: <a href="#">Increasing the independence of older adults / clients with physical disabilities</a>	Negative impact: Some very elderly & frail adults may prefer and feel safer living within a residential placement rather than in the community with support.  Elderly people supported using equipment and adaptations as opposed to home care visits may feel more socially isolated Increasing social isolation for older adults if more home adaptations lead to less physical visits	Full consultation and engagement with individuals on their care plans and any changes being made, including considering social needs and identifying other ways these can be met.  Practice from providers to be monitored by our Commissioning and Care Quality functions

Table one: Age - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A & S14: <a href="#">Increased use of assistive technology</a>	Positive impact: Demographic data indicates that 85% of service users are over 65 and this group will be impacted by the proposal. However, the survey evidence suggests that the impact will be positive given the benefits that have already been realised by the introduction of Assistive Technology to the current user group.at	None required
A & S 15: <a href="#">Support for working age adults</a>	Positive impact: This work is focused on adults of working age receiving social care support. The work is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	All social worker reviews will continue to be completed in line with the Care Act. They will involve the service user, their carer and families and existing providers. They will continue to take the views of the service user and their carers/families into account and ensure that eligible needs are identified and met where appropriate through the support plan.
A&S 16: <a href="#">Strength based reviews of people with mental health conditions</a>	Positive impact: Overall this should have a positive impact on people's quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments considering of people's goals and wishes.	None required
ENV1: <a href="#">Proposal to introduce an annual charge for the collection of garden waste from households.</a>	Minor negative impact: Consultation data suggests older respondents are less likely to be able to sign up online, however they were more likely to consider paying for the service. Consultation data shows respondents aged 35-44 and 45-54 were more likely to be against the idea of charging, however data indicates they would be able to sign up online.	Accessibility functionality on website and online webforms. The council will investigate options for subscriptions to be made via telephone where this is specifically required by some residents and can be done so in line with current card payment regulations.

Table one: Age - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
PH 5: <a href="#">Healthy Child Programme - redesigning support for teenage parents.</a>	Minor negative impact: Women under 20 years of age will be impacted by the change however, because they will all receive alternative interventions, consulted women were receptive of the changes.	Alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out.  Teenage pregnancy rates will continue to be monitored as well as child health and wellbeing up to the age of 2. MECSH data will be monitored as per the programme metrics in service contract meetings.
H7: <a href="#">Development of affordable housing supply</a>	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically properties suitable for older people..	None required
H8: <a href="#">Acquisition of affordable housing from the open market</a>	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically suitable for older people.	None required

## Disabilities

Seven of the 13 EqlAs show a possible positive impact on those with disabilities, details of which can be found in Table Two below.

Two of the 13 EqlAs completed show a possible negative impact on those with disabilities. These are again due to the changes to the way in which Adult Social Care services are delivered.

Three out of the 13 EqlAs completed show a possible minor negative impact, these are relating to:

- the introduction of charging for Garden Waste and the possible impact on residents with learning disabilities in their capability to sign up to the online service.
- the proposed LED retrofit of street lighting and the possible impact on residents who might be impacted by lighting with high coloured temperatures
- the redesign the Health Child Programme and the possible impact on women with a disability or special needs.

These impacts have been thoroughly considered and the following mitigations have been identified. It is anticipated that further mitigations will be put in place as and when proposals and projects develop.

Table two below illustrates the impacts on people with disabilities and the mitigating actions where there is a possible negative impact.

Table two: Disabilities - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S1: <a href="#">Transformation of Your Choice Barnet Contract for supported living and day-care services</a>	<p>Positive impact: All people using YCB services will have a learning disability and/or autism spectrum condition.</p> <p>This is an on-going positive change as the model was implemented in 2016. Individual discussions continue to had with the individuals using the service users to agree and update their person centred support plans.</p>	None required

<b>Table two: Disabilities - Positive, negative impacts and mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
A&S 5: <a href="#">Increasing block nursing care placements</a>	Positive impact: All people living in nursing care will have some level of disability. This should have a positive impact on people's quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital.	None required
A & S 7: <a href="#">Implementing a pre-paid card solution</a>	Negative Impact: For all people transferring to a prepaid card, there are likely to be both positive and negative impacts. A significant number of adults receiving the cards (851), can be classed as having a disability, so the implementation of prepaid cards will have a disproportionate impact on this group, particularly where the disability affects mental capacity.	There will be communication with current direct payment clients to provide information, advice, and support on the shift, to ease and alleviate fears.  Clients can opt out of using prepaid cards, and instead choose to continue using Direct Payment.
A&S13: <a href="#">Increasing the independence of older adults / clients with physical disabilities</a>	Negative: Service user with physical disability, learning disability or mental health problems who have special needs may need additional support to live in the community.  People remaining in their own homes supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated	Full consultation and engagement with individuals on their care plans and any changes being made, including considering social needs and identifying other ways these can be met.

<b>Table two: Disabilities - Positive, negative impacts and mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
A&S 14: <a href="#">Increased use of assistive technology</a>	Positive impact: This proposal is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	None required
A&S15: <a href="#">Support for working age adults</a>	Positive impact: Overall the proposal is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	All social worker reviews will continue to be completed in line with the Care Act. They will involve the service user, their carer and families and existing providers. They will continue to take the views of the service user and their carers/families into account and ensure that eligible needs are identified and met where appropriate through the support
A&S16 <a href="#">Strength based reviews of people with mental health conditions</a>	Positive impact: Overall this should have a positive impact on people's quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments considering of people's goals and wishes.	None required
ENV 1: <a href="#">Proposal to introduce an annual charge for the collection of garden waste from households.</a>	Minor negative impact: Based on JSNA evidence, some impact may be made on those with learning disabilities in their capability to sign up to the service. Consultation data shows there is some impact on respondents who stated they have a disability being able to sign up online, where a slightly higher percentage confirmed they may not be able to, compared to the percentage of respondents who stated they did not have a disability.	Accessibility functionality on website and online webforms. The council will investigate options for subscriptions to be made via telephone where this is specifically required by some residents and can be done so in line with current card payment regulations.

Table two: Disabilities - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
ENV3: <a href="#">Street Lighting</a>	Minor negative impact: Changes to LED street lighting affecting those who have sensitivities to high colour temperature lighting	Researching best practice and putting a limit on the colour temperature for any change in street lighting  Limit the colour temperature to no more than 4000K
PH 5: <a href="#">Healthy Child Programme - redesigning support for teenage parents.</a>	Minor negative impact: The impact on service users with a disability will be that they will receive an alternative intervention of a lesser intensity. However, further support is available, if residents expressed special needs.	The alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out.  Teenage pregnancy rates will continue to be monitored as well as child health and wellbeing up to the age of 2. MECSH data will be monitored as per the programme metrics in service contract meetings.
H7: <a href="#">Development of affordable housing supply</a>	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically properties suitable disabled (including wheelchair adapted) homes.	None required
H8: <a href="#">Development of affordable housing supply</a>	Positive Impact: With the Council acquiring units itself, it is better able to ensure a type and quality of homes to meet the requirements of those in housing needs, specifically properties suitable for disabled (including wheelchair adapted) homes.	None required



## Gender

Four of the 13 EqlAs show a possible positive impact on gender, details of which can be found in Table Three below.

One out of the 13 EqlAs completed show a possible minor negative impact on women, this is relating to the redesign the Health Child Programme and the possible impact on women under 20 years of age.

The impact has been thoroughly considered and the following mitigations have been identified.

Table three below illustrates the impacts on gender and the mitigating actions where there is a possible negative impact.

<b>Table three: Gender – Positive and negative impacts and Mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
A & S1: <a href="#">Transformation of Your Choice Barnet supported living and day-care services</a>	Positive impact: Adults of both genders will benefit from this proposal and the person-centred approach the service will take to supporting people, where appropriate, to progress to greater independence.	None required
A&S 5: <a href="#">Increasing block nursing care placements</a>	<p>Positive impact: Adults of both genders may be positively impacted by this proposal, however there is a greater proportion of females in this cohort than the wider Barnet / national population.</p> <p>This should have a positive impact on people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital. Increasing the block arrangements with nursing care providers will give the council a more formalized relationship with providers giving the council increased leverage to work with providers to improve the quality of provision.</p>	None required

<b>Table three: Gender – Positive and negative impacts and Mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
A & S 14: <a href="#">Increased use of assistive technology</a>	Positive impact: The evidence shows that the majority of current Telecare service users are female (63%). Although this group are in the majority within this protected group the proposal is likely to lead to positive impacts for users of Assistive Technology. This proposal is anticipated to impact clients positively by improving independence, supporting individuals in gaining and maintaining employment, and reducing the intrusiveness of care.	None required
A & S 16: <a href="#">Strength based reviews of people with mental health conditions</a>	<p>Positive impact: Overall this should have a positive impact on people’s quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments taking into account of people’s goals and wishes.</p> <p>Adults of both genders may be impacted by this proposal, however there is a greater proportion of males in this cohort than the wider Barnet / national population. Proportionately more males will be subject to regular review and strengths-based provision of care.</p> <p>While some service users may be less satisfied if they receive lower levels of support / more independence-focussed support, overall this should have a positive impact on people’s quality of life. Negative impacts are minimised by our person-centred approach to social work, with assessments taking into account of people’s goals and wishes.</p>	None required
PH 5: <a href="#">Healthy Child Programme - redesigning support for teenage parents.</a>	Minor negative impact: Women under 20 years of age will be impacted by the change however, because they will all receive alternative interventions, consulted women were receptive of the changes.	The alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out. Teenage pregnancy rates will continue to be

<b>Table three: Gender – Positive and negative impacts and Mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
		monitored as well as child health and wellbeing up to the age of 2. MECSH data will be monitored as per the programme metrics in service contract meetings.

### **Pregnancy and maternity leave**

One out of the 13 EqIAs completed shows a possible minor negative impact on pregnancy and/or on maternity leave, this is relating to the redesign the Healthy Child Programme and the possible impact on residents who are pregnancy and/or on maternity leave.

The impact has been thoroughly considered and the following mitigations have been identified.

Table four illustrates the impacts on pregnancy and maternity leave and the mitigating action where there is a possible negative impact.

<b>Table four: Pregnancy and maternity leave – Positive, negative impacts and mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
PH 5: <a href="#">Healthy Child Programme - redesigning support for teenage parents.</a>	Minor negative impact: The impact for pregnant service users will be that, if they are identified with an additional vulnerability, then they will receive an alternative service that is proven to be effective and proven to increase residents and staff satisfaction.	The alternative, evidence-based service Maternal Early Childhood Sustained Home-visiting has been introduced before FNP was phased out.  Teenage pregnancy rates will continue to be monitored as well as child health and wellbeing up to the age of 2.

## Race /Ethnicity

One of the 13 EqIAs show a possible positive impact on people depending on their race or their ethnicity, details of which can be found in Table Three below.

One out of the 13 EqIAs completed show a possible minor negative impact, this is relating to A & S I3: Increasing the independence of older adults / clients with physical disabilities which could possibly have an impact on service users who have different cultural background.

These impacts have been thoroughly considered and the following mitigations have been identified.

Table five below illustrates the impacts on people from different ethnic back grounds and the mitigating actions where there is a possible negative impact.

<b>Table Five: Race and ethnicity – Positive, negative impacts and mitigations</b>		
<b>Ref.</b>	<b>Impact</b>	<b>Mitigation</b>
A&S 5: <a href="#">Increasing block nursing care placements</a>	<p>Positive impact: Adults of all religions or beliefs may benefit from this proposal.</p> <p>This should have a positive impact on people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital.</p>	None required
A & S I3: <a href="#">Increasing the independence of older adults / clients with physical disabilities</a>	<p>Minor negative impact: Service users will need assurance that culturally appropriate community support and care services are available -for example home carers who understand their cultural background and are able if needed to speak their language if English is not their first language.</p>	<p>Contract monitoring with home care providers will ensure that equalities issues are addressed.</p> <p>The assessment and support planning process, which fully involves the service user, will identify particular needs.</p> <p>Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs.</p>

## Religion or belief

One of the 13 EqIAs show a possible positive impact on people depending on their race or their religion or belief, details of which can be found in Table Three below.

One out of the 13 EqIAs completed show a possible minor negative impact, this is relating to A & S I3: Increasing the independence of older adults / clients with physical disabilities which could possibly have a minor negative impact on service users from different religious or faith background.

This impact has been thoroughly considered and the following mitigations have been identified.

Table six below illustrates the impacts on people from different ethnic back grounds and the mitigating actions where there is a possible negative impact.

Table six: Religion or belief - Positive, negative impacts and mitigations		
Ref.	Impact	Mitigation
A&S 5: <a href="#">Increasing block nursing care placements</a>	Positive impact: Adults of all religions or beliefs may benefit from this proposal. This should have a positive impact on people’s quality of life as ensuring that there is enough supply of nursing care should help to avoid people unnecessarily escalating to hospital service and speed up their discharge from hospital. Increasing the block arrangements with nursing care providers will give the council a more formalized relationship with providers giving the council increased leverage to work with providers to improve the quality of provision	
A & S I3: <a href="#">Increasing the independence of older adults / clients with physical disabilities</a>	Minor negative: Service users will need assurance that culturally-appropriate community support and care services are available -for example home carers who understand their cultural background and are able if needed to speak their language if English is not their first language.	Contract monitoring with home care providers will ensure that equalities issues are addressed. The assessment and support planning process, which fully involves the service user, will identify particular needs. Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs.

## Other key groups

There are four other key identified groups that may experience a cumulative negative impact from the 20/2021 saving and income proposals. This includes; carers, people on a low income, those unemployed, and young people who are NEET and lone parents.

Further details are given below:

- A&S 7, Implementing a pre-paid card solution: Carers, People with mental health conditions, some families and lone families, those on a low income, unemployed, Young people NEET may experience a possible negative impact.
- A&S13, Increasing the independence of older adults / clients with physical disabilities: Carers, may experience a possible negative impact.
- ENV1, Proposal to introduce an annual charge for the collection of garden waste from households may have a minor negative impact on residents living in areas of higher deprivation and unemployed)
- PH5, Healthy Child Programme, redesigning support for pregnant teenage parents may have a minor negative effect on lone parents.

## 8. Results from the budget consultation

The council consulted on its 20/21 budget between 8 January and 3 February 2020y. A total of 185 individuals responded to the Budget Consultation survey, with a further nine written responses received.

A break-down of respondents by protected characteristic is provided in the accompanying Appendix H. Due to the low response rate to questions on protected characteristics, it has not been possible to analyse the survey results by protected characteristics.

Related to the cumulative impacts outlined above, nine respondents (24%<sup>2</sup>) raised concerns for saving EN3 from Environment Committee: Charging for garden waste services. Respondents reported that they disagreed with the saving line and expressed concerns that charging will divert waste into grey bins or fly tipping.

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<sup>2</sup> Percentages are based on those who answered this question Many respondents gave more than one type of comment so percentages will add up to more than 100%. A total of 60 different types of comments were received from the 37 respondents who answered this question.

## 9. Conclusion

For the 202021 budget, 13 saving proposals carried out EqlAs. Of these overall: eight have forecasted the outcome of a positive or neutral impact; one with a negative impact; three with a minor negative impact; and one with no impact.

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

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

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

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

The CEqlA underlines that as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups.

The council is satisfied that this CEqlA demonstrates how we have paid due regard to equalities, analysed the individual and cumulative impacts of our proposals, taking account of any negative impact from previous years and making every effort to avoid, minimise and mitigate any negative impacts wherever possible (as outlined in the individual EqlAs). However, given the scale of savings the council is obliged to make, change is inevitable.

## 10. Looking Forward

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

**Barnet 2024**

# **Capital Strategy**

2020 - 2024



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## 1. Purpose of the Capital Strategy

The Capital Strategy 2019-24 underpins the Council's Medium Term Financial Strategy and combined forms a key component of the Council's strategic response to the financial challenges it faces and its ambitions for the borough, as set out in the corporate plan: Barnet 2024.

It sets out the Council's approach to capital investment and provides both a mechanism to ensure capital investment is driven by and aligned with the Council's corporate plan and a framework by which decisions on the capital programme are made and monitored.

The objectives of the Capital Strategy are to;

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

This document sets out how the Council will deliver those objectives, including the governance and financing arrangements.

The corporate plan is based on three strategic outcomes and supporting priorities. These, together with the outlined approach to delivering these within financial constraints, have shaped the broad priorities for the Council's Capital Strategy:

- Driving and supporting responsible growth and development as a critical component of financial sustainability and independence
  - for example, Brent Cross regeneration
- Improving outcomes and supporting a reduction in demand on services
  - for example, investment in green spaces and leisure centres and reduced demand for local health and care services
- Enabling delivery of high value efficiencies in the MTFS
  - for example, enabling the delivery of MTFS savings such as reductions in temporary accommodation costs through investment in housing
- Enabling delivery of new statutory requirements
  - for example, the systems replacement within Adult Social Care enabling the council to work in a way best suited to discharging statutory duties

The Capital Strategy will be reviewed and revised annually, to ensure it reflects the needs and priorities of the Council.

## 2. Barnet 2024

The Council's Corporate Plan for 2019-2024 sets our vision and strategy. This includes outcomes we want to achieve for the borough, the priorities we will focus limited resources on, and our approach for how we will deliver these. The priorities place a particular emphasis on ensuring that:

- The growth of the borough benefits all residents
- Barnet's credentials as a family friendly borough are protected and enhanced
- We create opportunities for resident to live independent, active and healthy lives; and
- The council is well run and easy to deal with.

The Council is investing £363m for the delivery of a new Thameslink mainline rail station and associated critical infrastructure works will provide residents and visitors improved access to the area, pedestrian, cycling and vehicle links across the railway, and replace outdated waste and freight facilities.

The Council has allocated over £280m of investment for housing matters including housing strategy, homelessness, social housing & housing grants and commissioning of environmental health functions for private sector housing. Initiative include:

- open market purchases of 90 affordable homes outside of the borough to increase the supply of affordable housing to homeless households and lower the costs of temporary accommodation,
- to develop 17 new homes at affordable rent on council land to increase the supply of affordable housing for homeless households,
- Repairing and improving our housing stock properties, including the replacement of kitchens, bathrooms, doors and windows, estate improvements and door entry systems, and the replacement of water mains, domestic and communal heating systems, aerials, one off electrical rewiring and re-roofing,
- to develop 126 Extra Care homes at affordable rents for vulnerable older people, diversifying Barnet's accommodation to support older people and allow them to remain independent, give them security of tenure and further their quality of life,
- to purchase 82 residential properties in the borough for use at affordable rent
- developing 87 new homes for affordable rent to increase the supply of homes in borough
- ensure all of council's high-risk properties (high rise, sheltered schemes and hostels) meet or exceed the requirements of the fire regulations ensuring the tenants and leaseholders are safe and that the council is proactively meeting the expected changes to the building regulations

The Council has set aside a further £223m, to develop 320 new homes at affordable rent in the borough by 2022 and purchase 500 residential properties in Greater London and other areas within 50-mile radius for use at affordable rent, to increase the supply of affordable housing for homeless households.

The Council has begun work on the regeneration of Brent Cross Cricklewood and have set aside an initial £16m on a series of projects that will facilitate comprehensive regeneration of the 151-hectare area including affordable homes, employment, retail, leisure and social infrastructure such as schools, public realm and green space, offering benefits to both the local population, and wider London. This is supported by a £23m Strategic Infrastructure Fund as part of a commercial funding agreement with Argent Related, for the development of the Brent Cross site.

The Council's Children, Education & Safeguarding Committee oversees a capital programme with a budget of £49.8m. The Committee has a wide range of responsibilities for all matters relating to children, schools and education. Initiatives include;

- Modernisation programme which will oversee improvements to school infrastructure,
- Additional Places programme for Primary & Secondary Schools which has been able to re-provide 60 places at a primary school level and to create an additional 60 new places at a secondary school and facilitated the building of the new 6 form entry Saracens High School
- Special Educational Need (SEN) Schemes has enabled an additional 34 SEN places to be created at 3 schools and 1 Pupil Referral Unit, and
- The creation of new nursery places and a new children's home.

The Council continues to spend on our Network Recovery Programme, with a further £21.19m planned in the coming years to improve the boroughs infrastructure, parking, environment, air quality and traffic flow. Additionally, we are investing a further £7.6m to upgrade the borough wide street lighting, replacing them with LED powered columns which are more environmentally efficient and provide a better night perception.

The Council has established a strategic opportunities fund of £26m to enable strategic purchases which will generate a return to the Council.

The Council is investing £12.7m for the creation of two new leisure centres at Barnet Copthall and Victoria Park in New Barnet.

The Council is spending £6.9m as part of our Parks and Open Spaces Strategy, which has been developed to guide future investment in parks, ensuring that they are practical and are part of the well-used fabric of the local community.

The Council has allocated £2.83m to upgrade our Waste and Street cleansing vehicles to more fuel-efficient vehicles enabled with routing software to support smarter route planning and execution.

The Council has committed £2.18m to improve the systems and processes to allow the Council to better support our residents that require more assistance.

### 3. Capitalisation Policy and Investment Programme

Capital expenditure comprises the buying, constructing or improving physical assets, such as buildings, land, vehicles and other miscellaneous property, including streetlights and road signs. It also includes grants and advances that the Council may make to other bodies for capital purposes. Full details of the Council’s capitalisation policy are disclosed within the Accounting Policies, that can be found within the Statement of Accounts.

Barnet has an ambitious capital investment strategy that anticipates investing more than £1bn over the term of the Barnet 2024 strategy. This is summarised as follows, with full detail included with the Councils .

Theme Committee	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	15,994	1,905	1,110	1,110	1,110		21,229
Brent Cross	101,312	160,416	107,370	38,228			407,326
Children, Education & Safeguarding	21,003	17,245	14,124	1,539			53,911
Community Leadership and Libraries	235						235
Environment	18,301	28,461	10,970	2,792	1,611		62,135
Housing and Growth Committee	70,867	114,263	71,141	42,450	36,446	6,000	341,167
Policy & Resources	20,115	10,886					31,001
<b>Total - General Fund</b>	<b>247,827</b>	<b>333,176</b>	<b>204,715</b>	<b>86,119</b>	<b>39,167</b>	<b>6,000</b>	<b>917,004</b>
Housing Revenue Account	54,330	92,955	93,639	65,146	43,029	23,080	372,178
<b>Total - all services</b>	<b>302,157</b>	<b>426,131</b>	<b>298,354</b>	<b>151,265</b>	<b>82,196</b>	<b>29,080</b>	<b>1,289,182</b>

## 4. Capital Financing

The financing of the capital programme set out in section 3 is summarised as follows:

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

The Council seeks to maximise external funding opportunities, such as grants or section 106, and limiting internal sources, such as revenue funding. Capital funding sources are described below.

**External Capital Grants** - Grant funding is one of the largest sources of financing for the Capital Programme. Most grants are awarded by Central Government departments, but some are received from external bodies, including The Lottery Fund or Sport England. Grants can be specific to a scheme, have conditions attached (such as time and criteria restrictions), or are for general use.

**Capital receipts** - The income received over the value of £10,000 from the disposal of Fixed Assets or the repayment of loans for capital purposes is defined as a capital receipt. They can normally only be used to fund capital expenditure or repay debt. Some capital receipts have additional restrictions on their use. The Council seeks to obtain the highest possible receipt achievable from each disposal after considering wider community or service benefits. The Council ring-fences receipts generated from the disposal of HRA assets to fund HRA projects.

**Section 106 (s106), Community Infrastructure Levy (CIL) and external contributions** - These are two types of levies that local authorities can charge on new developments. The money can be used to support development by funding infrastructure that the Council, local community and neighbourhoods want.

**Private finance initiative (PFI) / Public private partnerships (PPP)** - The Council makes use of additional Government support through PFI and PPP and has dedicated resources to manage schemes that are funded via this source. The Council currently has a street lighting programme that is funded this way.

**Borrowing (known as prudential borrowing)** - The Council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding; the affordability, prudence and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance. Borrowing levels for the Capital Programme are therefore, constrained by this assessment and by the availability of the revenue budget to meet the cost of this borrowing which is built into the Council's Medium Term Financial Strategy (MTFS).

**Revenue Funding** - The Council can use revenue resources to fund capital projects on a direct basis. However, given the pressures on the revenue budget of the Council, it is unlikely that the Council will choose to undertake this method of funding if other sources are available.

## 5. Governance

### Oversight and decision making

The Capital Strategy Board (CSB) has oversight of the Council's capital programme. The CSB is an officer body with a remit to discuss capital strategy at a senior director level cross cutting level. It takes any decision-making power from the delegated authority of officers attending as set out in the Financial Regulations and the Council's Constitution. It makes decisions only in accordance with the existing priorities agreed in the budgetary framework. It also ensures that necessary consultation is carried out with the Council Management Team (CMT) and (P&R) and relevant directors as part of the decision-making process. Any decision or policy that is outside the agreed budget or policy framework is referred to P&R Committee and/or Council in accordance with the Constitution.

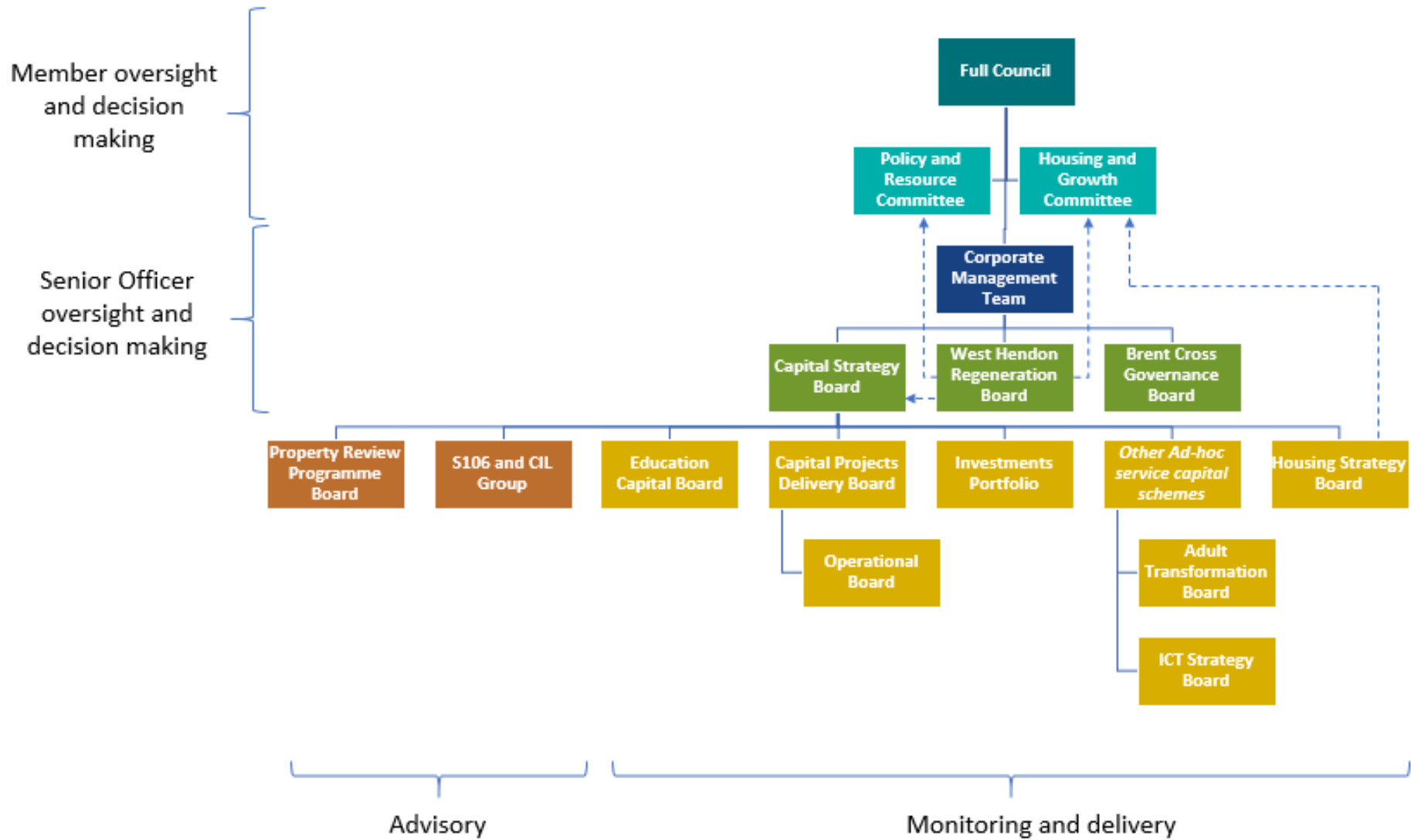
The role of the Capital Strategy Board (CSB) is as follows:

- lead on the development and maintenance of a Capital Strategy that is consistent with Council priorities;
- identify and monitor the resources available to fund the capital programme ensuring all approved schemes are fully funded;
- within this framework, develop and manage the Capital Programme; and,
- monitor the progress of the capital programme and key variances between plans and performance.

The CSB reports to the Council Management Team. Decisions are recommended to Policy & Resource Committee who are responsible for strategic policy, finance and corporate risk management including recommending the Capital and Revenue Budget, Medium Term Financial Strategy and Corporate Plan to Full Council.



An overview of the CSB's governance role and its place in the Council's structure is provided in the diagram below.



## Additions to the Capital Programme

Throughout the financial year, business areas put forward proposals for new projects that are required to meet the needs of their services for consideration at the Capital Strategy Board.

All proposed schemes requiring capital investment provide capital bid forms including the following minimum information:

- Description of the scheme,
- The estimated financial implications, both capital and revenue,
- The expected outputs, outcomes and contribution to the Council's Priorities,
- Risk assessment and appraisal with potential mitigations, and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

Business cases are scrutinised by the Capital Strategy Board where representatives will discuss and appraise the schemes based on reference to the capital strategy, corporate priorities, and evaluation criteria contained within the capital bid form. Recommendations are then put to CMT for consideration.

These proposals along with the officer approved Capital Programme are then presented as part of the Budget Report to Policy & Resources Committee in February and referred to Full Council for approval; thereby setting the full capital programme for future years.

## Monitoring and Reviewing the Capital Programme

The decision-making framework and monitoring arrangements support effective delivery of the programme by ensuring projects are and continue to be realistic, not only financially but also regarding timescales for delivery and benefits realisation. Quarterly reports are developed based on the outcome of reviews at Finance Business Partner level and additional review and challenge at the Capital Strategy Board. The reports are scrutinised by elected members through the Financial Performance & Contracts Committee and provide a basis for the CSB to understand and address risks, and change forecasts where appropriate.

## Changes to the Capital Programme

Any slippages or accelerated spending or deletions to the capital programme are approved by the Policy and Resources Committee.

### *a) Deletions*

Regular formal challenge is provided to capital schemes throughout the capital programme from multiple sources such as Finance Business Partners (FBPs) and CSB members. Scrutiny is applied when expenditure has not yet been incurred or is lower than the anticipated profile of payments. Consequently, deletions are identified which remove projects which are recognised as no longer being required. Removing unnecessarily planned capital expenditure not only reduces the revenue

requirement but also supports good financial management in accurately forecasting project costs and reducing slippage.

*b) Slippage & Accelerated Spend*

In addition to the process of challenge of continued inclusion within the capital programme, scrutiny by FBPs or CSB members has been provided to the profiling assumptions of every scheme. As major capital works can span many financial years, there is a need to plan over a longer time horizon. Expanding the planning period enables existing schemes to spread the cost over a more reasonable delivery period.

## 6. Treasury Management

The Council's Treasury Management Strategy supports the Capital Investment Strategy by ensuring that the Council's capital investment and associated borrowing is financially sustainable. It includes:

- New borrowing requirements and debt management arrangements,
- A Minimum Revenue Provision Policy Statement,
- The Annual Investment Strategy,
- The Treasury Management Policy Statement, and
- Prudential Indicators for Capital and Treasury Management.

### Capital Financing Requirement

This Council's capital expenditure plans are set out in section 3, and how these plans are to be financed are set out in section 4, including the amounts that need to be financed by borrowing. Expenditure which is financed by borrowing (be it internal or external) gives rise to an increase in the Council's Capital Financing Requirement (CFR). The CFR is therefore a measure of the Council's indebtedness and represents its underlying borrowing need; it will increase with unfunded capital expenditure, and decrease as the Council

The table shows external debt projections (the treasury management operations) against the underlying capital borrowing need (the Capital Financing Requirement):

Capital Financing Requirement £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
CFR - Non Housing	346,825	434,011	528,880	608,129	634,927	654,159
CFR - Housing	200,634	223,468	252,223	282,168	285,034	285,134
<b>Total CFR</b>	<b>547,459</b>	<b>657,479</b>	<b>781,103</b>	<b>890,297</b>	<b>919,961</b>	<b>939,293</b>
<b>Increase In CFR</b>	<b>88,293</b>	<b>110,020</b>	<b>123,624</b>	<b>109,194</b>	<b>29,664</b>	<b>19,332</b>
Movement in CFR represented by:						
Net financing need for the year	99,616	122,067	137,018	125,139	48,008	38,057
Less MRP and other financing applied	(11,323)	(12,047)	(13,394)	(15,945)	(18,344)	(18,725)
<b>Increase In CFR</b>	<b>88,293</b>	<b>110,020</b>	<b>123,624</b>	<b>109,194</b>	<b>29,664</b>	<b>19,332</b>

The CFR distinguishes between the amounts relating to the Housing Revenue Account (HRA) and those that do not. This reflects the statutory requirement for the HRA to be a ring-fenced account that is self-sufficient and does not subsidise nor is subsidised by other Council financing arrangements.

## Borrowing Activity

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt against the CFR, highlighting any over or under borrowing.

External Debt £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Debt at 1st April	304,080	349,080	399,761	529,844	640,966	672,216
Actual/Expected change in debt	45,000	50,681	130,083	111,122	31,250	20,137
Other Long Term Liabilities (OLTL)	15,974	15,489	15,116	14,743	14,370	13,997
Expected Change in OLTL	(485)	(373)	(373)	(373)	(373)	(373)
<b>Actual Gross Debt at 31st March</b>	<b>364,569</b>	<b>414,877</b>	<b>544,587</b>	<b>655,336</b>	<b>686,213</b>	<b>705,977</b>
Capital Financing Requirement	547,459	657,479	781,103	890,297	919,961	939,293
<b>Under/(Over) Borrowing</b>	<b>182,890</b>	<b>242,602</b>	<b>236,516</b>	<b>234,961</b>	<b>233,748</b>	<b>233,316</b>

As part of ensuring the financial sustainability of the Council and its investment the Council sets a series of prudential indicators, including limits on levels of borrowing.

**The operational boundary** – This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund “underborrowing” by other cash resources. The limits below are based on projected CFR with a reduction of £100 million to reflect retained reserves.

Operational Boundary £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Debt	349,080	639,242	666,360	775,927	805,964	825,669
Other Long Term Liabilities (OLTL)	15,489	15,601	14,743	14,370	13,997	13,624
<b>Total</b>	<b>364,569</b>	<b>654,843</b>	<b>681,103</b>	<b>790,297</b>	<b>819,961</b>	<b>839,293</b>

**The authorised limit for external debt** represents the maximum level of external borrowing. It reflects the level of external debt that could be afforded in the short term, but may not be sustainable in the longer term. The authorised limit is presented to Full Council for consideration and approval, as part of the Treasury Management Strategy Statement.

Authorised Limit £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Debt	349,080	739,242	765,614	875,181	905,218	924,923
Other Long Term Liabilities (OLTL)	15,489	20,601	19,743	19,370	18,997	18,624
<b>Total</b>	<b>364,569</b>	<b>759,843</b>	<b>785,357</b>	<b>894,551</b>	<b>924,215</b>	<b>943,547</b>

## HRA Debt Limit

Until October 2018, the Council was limited to a maximum HRA CFR through the HRA self-financing regime. This limit was £240.043 million. The Council has now set a voluntary limit of £350 million.

HRA Debt Limit £000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Voluntary Debt Cap</b>	240,043	350,000	350,000	350,000	350,000	350,000
<b>Capital Financing Requirement</b>	207,961	243,982	252,223	282,168	285,034	285,134
<b>HRA Headroom</b>	<b>32,082</b>	<b>106,018</b>	<b>97,777</b>	<b>67,832</b>	<b>64,966</b>	<b>64,866</b>

## Minimum Revenue Provision

The Minimum Revenue Provision (MRP) is an annual charge to the revenue accounts that is applied to reduce the Council's Capital Financing Requirement (CFR). The Council is required to determine a methodology that represents a prudent and sustainable reduction in the CFR over the life of which the assets are utilised. This is set out in the MRP Policy Statement, which is included within the Treasury Management Strategy Statement. Key features are:

- For capital expenditure incurred before 1st April 2008, the Council applies a 4% reduction per year.
- All other expenditure is provided for over the estimated life of each asset, with certain exceptions as detailed in the MRP Policy.
- There is no requirement on the HRA to make a minimum revenue provision as this is expected to be met by the depreciation charge. However, the Council is currently applying transitional arrangements that substitute depreciation for Major Repairs Allowance (MRA) estimate.

## 7. Strategic Asset Management and Disposal Plans

The Council holds property to sustain and support its corporate objectives as set out in the Corporate Plan, and other strategies. At the last valuation date, the Council's property portfolio's estimated value was £1.552bn. The aim of the Strategic Asset Management Plan is to set out the Council's vision, aspirations and objectives for its land and property assets portfolio, and to outline a long-term plan for how it intends to achieve these outcomes.

The Strategic Asset Management Plan is a key corporate strategic tool which sets out the London Borough of Barnet's property objectives, focussing on how the Council intends to utilise its asset base to deliver its Corporate Plan.

The objectives of the Strategic Asset Management Plan are to:

- Articulate a vision for Council land and property assets over the next five years in support of the council's objectives.
- Set out a strategic approach in respect of the Council's land and property assets so the portfolio is managed holistically rather than considering assets in isolation.
- Shape the Council's operational estate to optimise service provision and meet the needs of customers.
- Ensure that the procurement of works for buildings meets sustainable design criteria and those buildings are maintained and managed for maximum energy and resource efficiency.
- Support longer term regeneration and growth by preparing business cases for retaining, acquiring or disposing of assets ensuring best consideration is achieved and where relevant community and social value is taken into consideration.
- Provide a framework against which strategies for council assets such as highways, housing and parks can be developed.
- Develop an approach that maximises letting income and where relevant, this should be balanced against community or social value and;
- Achieve efficiencies by sharing assets across the public sector.

The Council's Strategic Asset Management Plan was last drafted in 2014. The Council is currently undertaking a detailed and comprehensive review of its asset portfolio as renewing the Strategic Asset Management Plan to meet the needs of Barnet 2024. This includes engaging the service of property professionals to assist the Council in reviewing its asset portfolio, their current utilisation and asset potential.

### **Development Pipeline**

Many assets owned by the Council do not currently maximise the potential of the land upon which they are built. Such assets generally offer the potential for redevelopment of the land to provide a mixture of uses.

The Council's Housing Strategy 2019-2024 sets out the intent to deliver homes that people can afford by increasing housing supply, regeneration and growth. The strategy sets out how a continuing pipeline of developing on Council Land will secure a range of tenures,

including mixed tenure housing with affordable homes funded by private sales, new affordable homes to rent on existing Council housing land, extra care and wheelchair accessible homes to reduce demand for care, and private housing for rent.



## 8. Commercial & Investment Strategy

As part of the Council's financial resilience agenda, the Council intends to invest in and develop a portfolio of assets which provide a commercial return through rental income and/or capital appreciation. The Council has therefore established a strategic opportunities fund of £26m to enable strategic purchases which will generate a return to the Council.

In advance of entering any such investment the Council will explicitly assess the risk of any loss which will make clear:

1. The assessment of the market within which it is competing
2. The nature of that competition the future expected evolution of the market
3. Any barriers to entry and exit of the market and any ongoing investment requirements.
4. The use of external advisors, explicitly:
  - a. Treasury Management advisors
  - b. Property Investment advisors – Red Book valuation & Ancilliary valuations,
  - c. Income & Lease risk assessment
  - d. Further specialist advisors – Market and Competitor assessments, Full Structural Buildings Survey, Vendor assessment & rationale for disposal
  - e. Specialist advisors to support s151 assessment of the potential investment
5. The management arrangements for the use of external advisors
6. The credit ratings issued by the credit rating agencies employed where this is relevant, the frequency with which these are monitored and what action is to be taken should these ratings change
7. The further sources of information used to assess and monitor the risk.

The Council will adopt a balanced portfolio approach to investment, management and turnover of properties in order to ensure risk is balanced across its investments. This will take into account the type of properties acquired and their location in particular.

## 9. Risk Identification and Management

The major risks concerning the Capital Programme are around funding of the current and future projects, variations in the cost from agreed budgets and the projects not delivering the planned outcomes. These risks are minimised by the processes that have been incorporated into the Council's normal practices.

**Funding** – All projects included within the Programme are fully funded. Where external sources of funding are being used, these will only be relied upon when the Council is in receipt of funding agreements or where the funds are received in advance. Where conditions apply careful monitoring will be in place to ensure the terms are met to prevent possible loss. Where borrowing is required the revenue costs will be built into the MTFS.

**Cost Variation** – These fall into two categories;

(a) Where the timing of expenditure changes from the budget set; This may result in a change to the borrowing profile of the Council and therefore have revenue implications. It may also affect the overall outcome of the project as delays may require value engineering decisions to ensure the project can be completed or adjustments to benefits delivered.

(b) Where the overall cost of the projects changes from the approved budget; Managers are required to ensure adequate budget is in place prior to the commencement of projects. Budget should include a contingency sum to allow for possible anticipated variations where prices are not fixed with contractors.

Careful monitoring and timely reporting is required to reduce the effects of cost variations. Budgets will be re-profiled to ensure timing changes are captured. Managers are required to identify alternative funding sources where overall cost variations occur during the delivery to contain them before sums are committed.

**Delivery of Outcomes** – Outcomes must be measured and compared against original objectives to ensure value for money and to reduce risk. Objectives fall broadly into three main categories;

- (a) **To support core service delivery** - Risk may increase if project delays cause disruption to the service and require interim solutions, with both financial and non-financial consequences. The Capital Strategy Board will meet regularly throughout the year to discuss progress on projects and make decisions to minimise risk.
- (b) **To produce savings** - If planned savings are not produced from the investment the revenue budgets may have a shortfall which will have to be addressed. It is therefore essential that careful evaluation of business cases and financial models are carried out and approved prior to the projects commencing.

- (c) **To generate income or economic development** - Investment on projects whose primary aim is income generation Investment portfolio's will be balanced to reduce impact of market changes in an individual sector.

## 10. Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council also has a training and development programme to support staff to study towards relevant professional qualifications.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. This approach ensures that the Council has ready access to knowledge and skills commensurate with its ambition and risk appetite.

Member training was undertaken as part of the induction programme following the last local elections and commencement of current member's term, with training and advice provided to relevant cabinet portfolio members as necessary.

# **London Borough of Barnet**

## **Treasury Management Strategy Statement**

**1 April 2020 to 31 March 2021**

Minimum Revenue Provision Policy Statement  
and Annual Investment Strategy

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# 1.INTRODUCTION

## 1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

*"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*

This authority has not engaged in any commercial investments and has no non-treasury investments. However, the Council has entered into lending activity to support its priorities and the borrowing required to support this lending activity is included within this statement as is the income generated. Further details are given in section 1.7.

## 1.2 Reporting requirements

### 1.2.1 Capital Strategy

The CIPFA 2017 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report which will provide the following:

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

The aim of this capital strategy, which is a separate document, is to ensure that all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

## 1.2.2 Treasury Management reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
  - the capital plans, (including prudential indicators);
  - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
  - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
  - an investment strategy, (the parameters on how investments are to be managed).
- b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
- c. **An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

### Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Policy and Resources Committee.

## 1.3 Treasury Management Strategy for 2020/21

The strategy for 2020/21 covers two main areas:

### Capital issues

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

### Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.



## 1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Members of the Policy and Resources Committee undertook training on 23 October 2018. Further training will be arranged for Members at least every two years. The training needs of treasury management officers are periodically reviewed. Treasury officers attended at least one training event organised by Link Asset Services in the last 12 months.

## 1.5 Treasury management consultants

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation. All decisions will be undertaken with regards to all available information, including, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are agreed and documented, and subjected to regular review.

## 1.6 Purpose

The purpose of this Treasury Management Strategy Statement is to seek approval for:

- Treasury Management Strategy for 2020/21;
- Annual Investment Strategy for 2020/21;
- Prudential Indicators for, 2020/21 to 2023/24;
- MRP statement (see Appendix para 5.1.1).

## 1.7 Highlights of TMSS

In this section the key issues discussed in the TMSS are highlighted:

- Forecasts and indicators within the TMSS have been extended from three to four years to be consistent with capital planning.
- In the four years from 1 April 2020 gross capital expenditure is forecast at £957.9 million, of which the debt funded element is £450.0 million. The major capital projects are Brent Cross (£306 million of which 90% is grant funded), loans to Open Door (£201 million) and various HRA projects (£295 million).
- The impact of the capital expenditure (and other adjustments) is to increase forecast gross debt (including leases) from £364.6 million at 1 April 2019 to £831.1 million at 31 March 2024.
- The authorised borrowing limit for 2020-21 is set at £759.8 million based on forecast CFR. Projected debt 31 March 2021 is £579.3 million
- During the current year, £80 million of new PWLB 50-year debt has been taken at a average cost of 1.94%. The short-term loans of £45 million as at 31 March 2019 have been partially repaid, with the final £15 million to be repaid March 2020.

- The Government has increased the margin on PWLB lending by 100 bps to 1.8% above the equivalent government gilt yield. For example the current 50-year maturity rate has increased to 2.96%. Opportunities to borrow below PWLB elsewhere have become feasible and are being explored e.g. Municipal Bond Agency. Short-term local authority borrowing remains available at less than 1% for 3-6 months. The projection of the cost of additional debt is based on a blend of PWLB rates (2.8% to 3.8%) over the next four years.
- With Government gilt rates remaining around historic lows, where there is certainly of capital plans, it still makes sense to consider long term borrowing to avoid interest uncertainty.
- Although the gross non-HRA interest costs is forecast to increase from £4.4 million in 2018-19 to £13.3 million in 2023-24, this is offset by a larger increase in interest income from £0.9 million to £11.9 million, mainly income from loans to Open Door, Brent Cross and Saracens. In the same period the MRP charge is expected to increase by £7.1m (plus 63%). For HRA, debt interest costs are projected to increase from £7.4 million to £12.9 million.
- The HRA debt cap of £350 million is projected to be breached in 2022-23 and beyond. This will require either a change in plans or an increase in the debt limit.
- Discussions are ongoing with Open Door Homes (ODH) concerning their desire for flexibility in the drawdown and repayment of debt. ODH's borrowing requirement of £220 million (including current years) is a high proportion of the overall projected increase in debt and the Council seeking to lock in long term borrowing is inconsistent with offering ODH penalty free flexible borrowing.
- Any advance debt funding will not exceed more than 12 months capital expenditure plans.
- There are no changes in the investment policy or available opportunities. It remains the intention to carry minimal cash balances consistent with maintaining liquidity except where a decision is made to borrow in advance of capital expenditure.
- The MRP policy was changed during the year to require the provision of MRP on loans to Open Door Homes.

## **1.8 Recommendation with TMSS**

Within the TMSS there are the following recommendations.

- 2.1 - Capital expenditure plans.
- 2.2 - Capital Financing Requirements (CFR)
- 2.3 - MRP policy statement
- 3.2 - Authorised debt limit
- 4.4 - Maximum sums invested more than 12 months (£25 million)
- 5.3 - Investment policy.

## 2 THE CAPITAL PRUDENTIAL INDICATORS 2020/21 – 2023/24

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £'000	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Non-HRA	209,316	247,827	333,176	204,715	86,119	39,167
HRA	33,047	54,300	92,955	93,639	65,146	43,029
<b>Total</b>	<b>242,363</b>	<b>302,127</b>	<b>426,131</b>	<b>298,354</b>	<b>151,265</b>	<b>82,196</b>

Details of the various capital projects are contained within the capital strategy. The most significant capital spends in the current and next four years (aggregate £1,260 million) are:

Brent Cross - £407 million, of which £364 million is grant funded, with £42 million of debt funding.

Open Door Loans - £238 million, of which £220 million is debt funded.

HRA – various projects totalling £349 million of which £189 million is debt funded.

Other long-term liabilities - The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital receipts	18,286	36,557	22,579	11,911	0	0
Capital grants	68,879	103,519	190,221	101,688	39,767	0
Capital reserves	29,315	16,450	31,076	-178	1,110	1,110
Revenue	26,267	20,234	33,881	34,378	23,519	16,911
<b>Total Financing</b>	<b>142,747</b>	<b>176,760</b>	<b>277,757</b>	<b>147,799</b>	<b>64,396</b>	<b>18,021</b>
<b>Net capital financing need for the year</b>	<b>99,616</b>	<b>125,367</b>	<b>148,374</b>	<b>150,555</b>	<b>86,869</b>	<b>64,175</b>

The value of capital expenditure above includes planned loans to TBG Open Door Homes, Brent Cross Project and Saracens Rugby Club. As detailed in section 3.1, the impact of the capital programme (and other adjustments) is to increase gross debt from £364.6 million at 1 April 2019 to £831.1 million at 31 March 2024.

## 2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £15.5 million of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£'000	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
<b>Capital Financing Requirement</b>						
CFR – non housing	346,825	434,011	533,021	608,370	635,268	654,600
CFR – housing	200,634	226,798	262,768	322,029	363,656	389,774
<b>Total CFR</b>	<b>547,459</b>	<b>660,809</b>	<b>795,789</b>	<b>930,399</b>	<b>998,924</b>	<b>1,044,374</b>
<b>Movement in CFR</b>	<b>88,293</b>	<b>113,350</b>	<b>134,980</b>	<b>134,610</b>	<b>68,525</b>	<b>45,450</b>

<b>Movement in CFR represented by</b>						
Net financing need for the year (above)	99,616	125,367	148,374	150,555	86,869	64,175
Less MRP and other financing movements	-11,323	-12,047	-13,394	-15,945	-18,344	-18,725
<b>Movement in CFR</b>	<b>88,293</b>	<b>113,320</b>	<b>134,980</b>	<b>134,610</b>	<b>68,525</b>	<b>45,450</b>

## 2.3 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

MHCLG regulations have been issued which require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

**Regulatory Method / Existing practice**

MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

**Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

The Council may consider using an MRP holiday if required to match future cashflow arising from capital schemes.

Repayments included in annual PFI or finance leases are applied as MRP.

**HRA**

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

The Council has not made voluntary revenue provisions.

**Loan to Open Door**

The Council has established a company to which it will be providing loans on a commercial basis. The cash advances will be used by the company to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full by 2040, with interest paid. Once funds are returned to the Authority, the returned funds are classed as a capital receipt and are offset against the CFR, which will reduce accordingly. In previous years it was not considered necessary to apply MRP on these loans as the funds will be returned in full. The policy was changed in 2019-20 to apply MRP to the loans as this was considered to meet the requirements of statutory guidance in light of the potential variability in the timing of loan repayments. Loan repayments will be available to offset future MRP charges.

### 3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

#### 3.1 Current portfolio position

The overall treasury management portfolio as at 31 March 2019 and for the position as at 31 December 2019 are shown below for both borrowing and investments.

	Investments and Borrowing			
	31.3.2019		31.12.2019	
	£'000	%	£'000	%
<b>Treasury Investments</b>				
Money Market Funds	60,350	92.1%	7,100	7.5%
Local Authorities	0	0.0%	0	0.0%
Banks UK	5,000	7.6%	36,000	38.1%
Banks Overseas	0	0.0%	47,900	50.7%
Other investments	156	0.2%	3,454	3.7%
<b>Total treasury investments</b>	<b>65,506</b>	<b>100.0%</b>	<b>94,454</b>	<b>100.0%</b>
<b>Borrowing</b>				
PWLB	241,580	69.2%	321,580	80.3%
Bank borrowing - LOBO's	62,500	17.9%	62,500	15.6%
<b>Total long term debt</b>	<b>304,080</b>		<b>384,080</b>	
Short-term local authority debt	45,000	12.9%	15,000	3.7%
Interest free loans			1,500	0.4%
<b>Total Treasury Borrowing</b>	<b>349,080</b>	<b>100.0%</b>	<b>400,580</b>	<b>100.0%</b>
Net Treasury Investments / (Borrowing)	-283,574		-306,126	
Other long term liabilities	-15,974		-15,974	
<b>Net Investments / (borrowing)</b>	<b>-299,548</b>		<b>-322,100</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. Loan to Open Door or Brent Cross are not included within investments above.

London Borough of Barnet

£'000	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
<b>External Debt</b>						
Debt at 1 April	304,080	349,080	423,091	564,530	701,068	771,179
Actual / Expected change in Debt	45,000	74,011	141,439	136,538	70,111	46,255
Other long-term liabilities (OLTL)	15,974	15,489	15,116	14,743	14,370	13,997
Expected change in OLTL	-485	-373	-373	-373	-373	-373
Actual gross debt at 31 March	<b>364,569</b>	<b>438,207</b>	<b>579,273</b>	<b>715,438</b>	<b>785,176</b>	<b>831,058</b>
The Capital Financing Requirement	<b>547,459</b>	<b>660,809</b>	<b>795,789</b>	<b>930,399</b>	<b>998,924</b>	<b>1,044,374</b>
Under / (over) borrowing	<b>182,890</b>	<b>222,602</b>	<b>216,516</b>	<b>214,961</b>	<b>213,748</b>	<b>213,316</b>

NB: As at 31 March 2019 there was short-term debt (initial duration of six months) of £45 million. The value of short-term debt has reduced to £15 million as at 31 December 2019. The expected change in debt for the current year has been reduced by £25 million as the projection based on the capital programme did not look reasonable based on current cash balances and closeness to the year-end.

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the actual or projected CFR. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes. Currently, gross debt is well below CFR and forecast to remain that way.

The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: limits to borrowing activity

**The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources. The limits below are based on projected CFR with a reduction of £100 million to reflect retained reserves.

Operational boundary £'000	2018/19 Actual	2019/20 Prior Year TMSS	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Debt	349,080	639,242	681,046	816,029	884,927	930,750
Other long term liabilities	15,489	15,601	14,743	14,370	13,997	13,624
Total	364,569	654,843	695,789	830,399	898,924	944,374

**The authorised limit for external debt.** This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £'000	2018/19 Actual	2019/20 Prior Year TMSS	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Debt	349,080	739,242	780,300	915,283	984,181	1,030,004
Other long term liabilities	15,489	20,601	19,743	19,370	18,997	18,624
Total	364,569	759,843	800,043	934,653	1,003,178	1,048,628

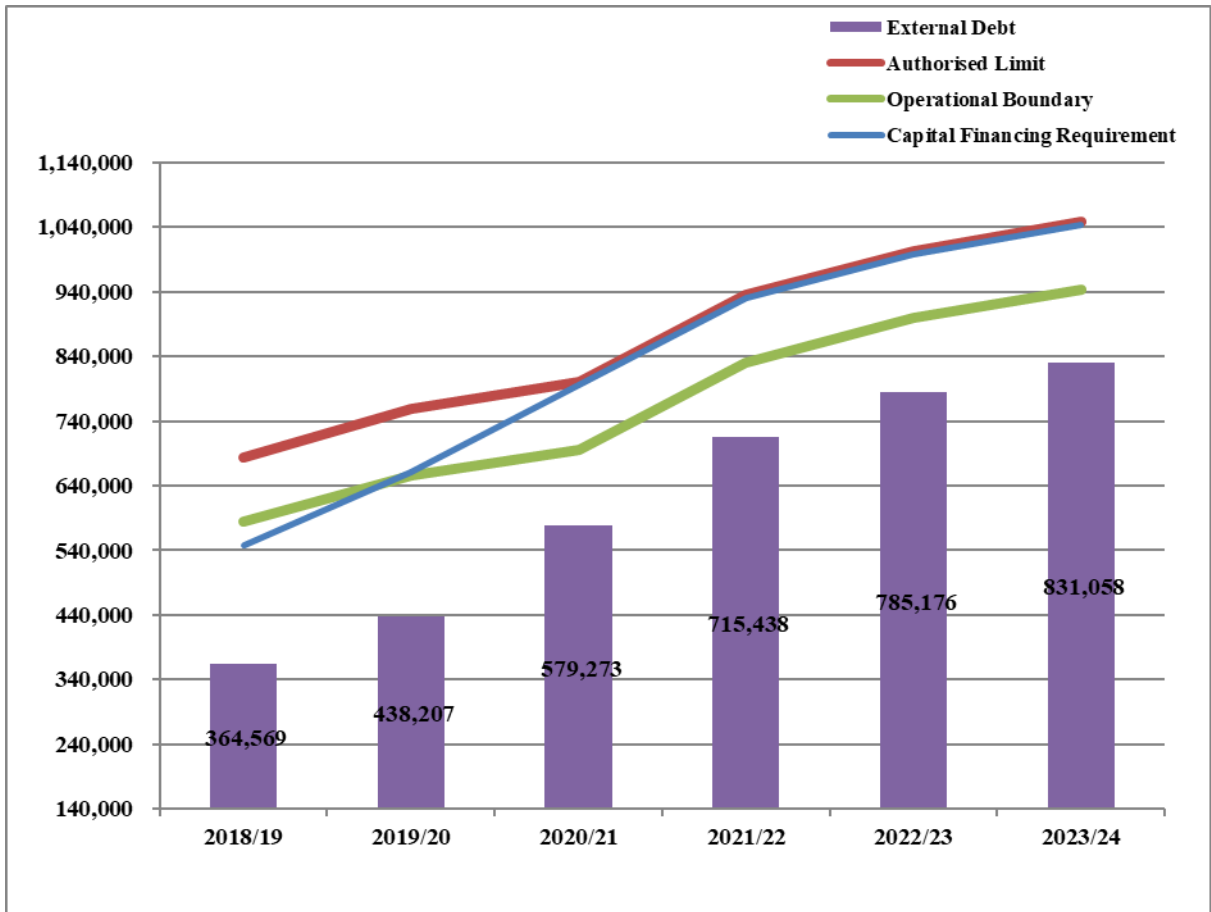
Until recently (October 2018), the Council was limited to a maximum HRA CFR through the HRA self-financing regime. This limit was £240.043 million. HRA has replaced this limit in their business plan with a voluntary limit of £350 million.

HRA Debt Limit £'000	2018/19 Actual	2019/20 Prior Year TMSS	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt cap	240,043	350,000	350,000	350,000	350,000	350,000
HRA CFR	207,961	243,982	262,768	322,029	363,656	389,774
HRA headroom	32,082	106,018	87,232	27,971	-13,656	-39,774

The HRA limit is projected to be exceeded in 2022-23 and 2023-24. Either spending plans will need to be reviewed or the cap increased.



The graph below illustrates the capital and borrowing position over the TMSS period.



### 3.3 Prospects for interest rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Appendix 5.2 provides Link's central view of future interest rates.

Link's interest rate forecasts have assumed that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. Given the current level of uncertainties around the result of the general election due on 12 December and then subsequent developments, this is a major assumption and so forecasts may need to be materially reassessed in the light of events over the coming weeks or months.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit and more recently, due to the impending general election. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then it is likely the MPC would cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a "gradual pace and to a limited extent". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were an eventual Brexit with no agreement on the terms of trade between the UK and EU, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. (See paragraph 3.7 for comments on the increase in the PWLB rates margin over gilt yields of 100bps introduced on 9 October 2019.) There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this and how strong the correlation is likely to be is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by H.M. Treasury to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise whether H M Treasury would remove the extra 100 bps margin implemented in 2019.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical

developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### **Investment and borrowing rates**

- Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.
- Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9 October 2019. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management. While the Council will not be able to avoid borrowing to finance new capital expenditure, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any longer-term borrowing that causes a temporary increase in cash balances. Therefore, timing of when to raise new borrowing will need careful consideration.

### **3.4 Borrowing strategy**

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

A key determinant of the timing of borrowing is certainty over the scale and timing of the capital programme. Without this certainty, there is a reluctance to enter long-term borrowing.

Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp FALL in borrowing rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then borrowing will be postponed or use make of short-term debt.
- if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to the Policy and Resources Committee at the next available opportunity.

### **3.5 Policy on borrowing in advance of need**

The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. The above policy permits forward funding of capital expenditure provided that current debt is below CFR (and within approved limits) i.e. reserves and working capital are mitigating borrowing requirements. Any advance funding will not exceed more than 12 months capital expenditure plans.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.6 Debt rescheduling**

Rescheduling of current PWLB borrowing is unlikely to occur as the 100 bps increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates.

The Council has Lender Option Borrower Option debt of £62.5 million due to mature between 2054 and 2076. These loans carry the right of the lenders to change the interest rates and of the Council to repay without cost. The current intention is that should a change in interest rate be proposed, that the Council will exercise the option to repay.

If rescheduling is undertaken, it will be reported to the Policy and Resources Committee at the earliest meeting following its action.

### **3.7 New financial institutions as a source of borrowing and / or types of borrowing**

The benchmark for appraising borrowing opportunities will remain the PWLB due to its transparent pricing, flexibility of terms (available maturities, fixed and variable interest rates and repayment profiles), the speed of funding, the absence of complex documentation and the known cost of early repayment. PWLB rates are offered at a fixed margin over Government gilt yields. Other borrowing avenues that may offer advantages over the PWLB are possible. The main advantage is the opportunity for lower interest rates, but others include forward pricing of loans and inflation linked interest rates. Potential lenders include institutions (via bond issues), insurance companies and the Municipal Bond Agency. When considering borrowing alternatives, all factors including price, contractual terms, flexibility etc, will be evaluated.

Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will also need to be given to alternative sourcing funding. The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing.

### 3.8 Approved Sources of Long and Short-term Borrowing

The table below lists the potential sources of borrowing that the Council will consider.

	Fixed	Variable
PWLB	●	●
Municipal bond agency	●	●
Local authorities	●	●
Banks	●	●
Pension funds	●	●
Insurance companies	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Local temporary	●	●
Local Bonds	●	
Local authority bills	●	●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance leases	●	●

## 4 ANNUAL INVESTMENT STRATEGY

### 4.1 Investment policy – management of risk

The Council's investment policy has regard to the following: -

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "**credit default swaps**" and overlay that information on top of the credit ratings. In practice, this means having regards to the maximum counterparty durations suggest by Link.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in appendix 5.4 under the categories of 'specified' and 'non-specified' investments.
  - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year.
  - **Non-specified investments** are those with less high credit quality, may be for periods more than one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use. Once an investment is classed as non-specified, it remains non-specified all the way through to maturity i.e. an 18-month deposit would still be non-specified even if it has only 11 months left until maturity.
5. **Non-specified investments limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments will be £100 million.

6. Lending limits (amounts and maturity) for each counterparty and the limit for its investments which are invested for longer than 365 days are set out in appendix 5. Investments will only be placed with counterparties from countries with a specified minimum sovereign rating, (see appendix paragraph 4.3).
7. This authority has engaged external consultants, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
8. All investments will be denominated in sterling.

However, this authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

The above criteria are unchanged from last year.

#### **4.2 Creditworthiness policy**

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections of appendix 5.3 below; and
- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Link Asset Services, our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed considering market conditions.

**Time and monetary limits applying to investments.** The time and monetary limits for institutions on the Council's counterparty list and the proposed criteria for specified and non-specified investments are shown in Appendix 5.3.

### **UK banks – ring fencing**

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

### **4.3 Country limits**

Due care will be taken to consider the country and group exposure of the Council’s investments.

The Council has determined that it will only use approved counterparties from the United Kingdom or countries with a minimum sovereign credit rating of AA from Fitch (or equivalent). This minimum rating does not apply to the United Kingdom. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.4. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition:

- no more than £40 million will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;

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### **4.4 Investment strategy**



**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

**Investment returns expectations.**

On the assumption that the UK and EU agree a Brexit deal including the terms of trade by the end of 2020 or soon after, then Bank Rate is forecast to increase only slowly over the next few years to reach 1.25% by quarter 1 2023. Bank Rate forecasts for financial year ends (March) are:

- Q1 2021 0.75%
- Q1 2022 1.00%
- Q1 2023 1.25%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

2019/20	0.75%
2020/21	0.75%
2021/22	1.00%
2022/23	1.25%
2023/24	1.50%
2024/25	1.75%

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- If a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

**Investment treasury indicator and limit** - total principal funds invested for greater than 365 days. These limits are set regarding the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the following treasury indicator and limit:

The Council is asked to approve the treasury indicator and limit:

<b>Maximum principal sums invested &gt; 364 &amp; 365 days</b>				
<b>£m</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Principal sums invested > 364 & 365 days	£25 million	£25 million	£25 million	£25 million

For its cash flow generated balances, the Council will seek to utilise money market funds and short-dated deposits, (overnight to 100 days), to benefit from the compounding of interest.

#### **4.5 Investment performance / risk benchmarking**

The Council will use an investment benchmark to assess the investment performance of its investment portfolio of 7-day LIBID.

#### **4.6 End of year investment report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

## **5 APPENDICES**

1. Prudential and treasury indicators
2. Interest rate forecasts
3. Treasury management practice 1 – credit and counterparty risk management
4. Approved countries for investments
5. Treasury management scheme of delegation
6. The treasury management role of the section 151 officer

## 5.1 THE PRUDENTIAL AND TREASURY INDICATORS 2020/21 – 2023/24

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 5.1.1 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

#### a. Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

%	2018/19 Actual	2019/2020 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Non-HRA	4.78%	4.54%	4.64%	5.41%	6.11%	5.90%
HRA	12.61%	12.61%	13.81%	14.19%	18.87%	20.16%

The estimates of financing costs include current commitments and the proposals in this budget report.

Although the Gross non-HRA interest costs is forecast to increase from £4.4 million in 2018-19 to £13.3 million in 2023-24, this is offset by a larger increase in interest income of £0.9 million to £11.9 million, mainly loans to Open Door, Brent Cross and Saracens. In the same period the MRP charge is expected to increase by £7.1m (plus 63%).

For HRA, debt interest costs are projected to increase from £7.4 million to £12.9 million.

#### b. HRA ratios

£	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt £'000	199,501	225,665	261,635	320,897	362,524	388,642
HRA debt cap	240,043	350,000	350,000	350,000	350,000	350,000
HRA revenues £'000	58,899	56,887	58,911	60,277	61,320	64,062
Multiple of debt to revenues	3.4	4.0	4.4	5.3	5.9	6.1

£	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt £'000	199,501	225,665	261,635	320,897	362,524	388,642
Number of HRA dwellings	9,780	9,449	9,229	9,045	8,781	8,531
Debt per dwelling £	20,399	23,882	28,349	35,478	41,285	45,556

HRA debt is projected to almost double to £389 million, with the HRA debt cap being exceeded in 2022-23 and the following year.

### 5.1.2 Maturity structure of borrowing

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2019/20	2020/21	2021/22
<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	20%	0%	50%
12 months to 2 years	0%	0%	50%
2 years to 5 years	0%	0%	75%
5 years to 10 years	6%	0%	75%
10 years to 20 years	33%	0%	75%
20 years to 30 years	16%	0%	75%
30 years to 60 years	25%	0%	100%
<b>Maturity structure of variable interest rate borrowing 2020/21</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 60 years	0%	100%	

The above table is based on those loans with borrower options (LOBO's) being treated as repayable at the next date the lender can alter the interest rate (and the Council can opt to repay). If these loans were shown as maturing at the contractual maturity date, the proportion maturing within 12 months would be 5% and the proportion over 30 years would be 40%. Currently the prevailing and forecast rate of interest on new debt is lower than the existing LOBO loans making any interest calls unlikely. LOBO loans are considered to be variable due to the ability of the lender to propose a change in the interest rate.

## 5.2 INTEREST RATE FORECASTS 2020 – 2023

This appendix is in a separate downloadable file.

PWLB forecasts are based on PWLB certainty rates.

Link Asset Services Interest Rate View													
	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.80	0.80	0.90	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.90	1.00	1.00	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	0.90	0.90	1.00	1.10	1.20	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.30	2.40	2.40	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.50	2.50	2.60	2.60	2.70	2.80	2.90	3.00	3.10	3.10	3.20	3.20	3.30
25yr PWLB Rate	3.00	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.80	3.90	3.90
50yr PWLB Rate	2.90	2.90	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.80

The above table contains forecasts Link, who anticipate interest rates for all maturities to gradually increase.

### 5.3 CREDIT AND COUNTERPARTY RISK MANAGEMENT

The MHCLG issued Investment Guidance in 2018, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. To facilitate this objective, the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 23 March 2003 and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

**Annual investment strategy** - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

**Strategy guidelines** – The main strategy guidelines are contained in the body of the treasury strategy statement.

**Specified investments** – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments that would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds (including Constant and Low Volatility Net Asset Value Funds), rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society), which is defined as having a minimum Short-Term rating of F2 (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria

are a maximum of 365 days (to be classified as specified) and a counterparty limit of £25 million.

The table below provides further details on the counterparties and limits for specified investments.



<b>Instrument</b>	<b>Country/ Domicile</b>	<b>Counterparty</b>	<b>Maximum Counterparty Limits £m</b>
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	£25 million
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term)	£25 million
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A- Long Term in select countries with a Sovereign Rating of at least AA.	£25 million
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)	£25 million
Deposits	UK	Registered Providers (Former RSLs)	£5m per RP
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	
AAA-rated Money Market Funds		CNAV MMF's LVNAV MMF's	£25 million
	UK and EC domiciled	VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	
Other MMF's and CIS	UK & EC domiciled.	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	£25 million.

**For Non-UK banks**, a maximum exposure of £40 million per country (including any non-specified exposures) will apply to limit the risk of over-exposure to any one country.

**Non-specified investments** –are any other type of investment (i.e. not defined as specified above) although the counterparties can also have investments that meet the definition of specified. The identification of these other investments and the maximum limits to be applied are set out below.

The Council will have a maximum of £100 million invested in non-specified investments.

#### Loans to Local Organisations

The Council will allow loans (as a form of investment) to be made to organisations operating in the borough that bring community benefits. The Council will undertake due diligence checks to confirm the borrower’s creditworthiness before any sums are advanced and will obtain appropriate level of security or third party guarantees for loans advanced. The Council would expect a return commensurate with the type, risk and duration of the loan. A limit of £25 million per counterparty (and £50 million in aggregate) for this type of investment is proposed with a duration commensurate with the life of the asset and Council’s cash flow requirements. All loans need to be in line with the Council’s Scheme of Delegation and Key Decision thresholds levels.

#### **Loans to TBG Open Door Limited**

The Council is advancing loans to its only owned affiliate TBG Open Door Limited to fund the purchase and build of affordable homes. A provision is included below for lending up to a maximum of £300 million.

The table below details the instruments, maximum maturity and monetary limits for non-specified investments.

<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**

This list is based on those countries which have sovereign ratings of AA or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

##### ***Based on lowest available rating***

###### AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

###### AA+

- Finland
- U.S.A.

###### AA

- Abu Dhabi (UAE)
- Hong Kong
- France
- U.K.

## **5.5 TREASURY MANAGEMENT SCHEME OF DELEGATION**

### **(i) Council**

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

### **(ii) Policy and Resources Committee**

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- approving the selection of external service providers and agreeing terms of appointment.

### **(iii) The Financial Performance and Contracts Committee**

- receiving and reviewing regular monitoring reports and acting on recommendations.

### **(iv) Audit Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

## **5.6 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER**

### **The S151 (responsible) officer**

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.;
- preparation of a capital strategy to include capital expenditure, capital financing, and treasury management, with a long-term timeframe;
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money; and
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.

# London Borough of Barnet Treasury Management Strategy Statement and Annual Investment Strategy

**Mid-Year Review Report 2019/20**

## 1. Background

The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

Accordingly, treasury management is defined as:

“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

## 2. Introduction

This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017).

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year.
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is Policy and Resources Committee.

This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first part of the 2019/20 financial year;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
- A review of the Council's investment portfolio for 2019/20;
- A review of the Council's borrowing strategy for 2019/20;
- A review of compliance with Treasury and Prudential Limits for 2019/20.

### Summary

In the six months the Council has new borrowing of £55 million. This comprised £80 million of long-term PWLB debt and the repayment of £25 million of short-term (six-month) debt. Invested cash balances have increased in the six months by £37.0 million to £102.3 million. The projected borrowing component of the capital programme has declined by £57.1 million to £131.4 million.

The Government has increased the margin charged by the PWLB over gilts by 1% to 1.8%. This occurred after the new borrowing discussed above. Opportunities to borrow outside of PWLB are being explored.



## Economics and interest rates

### 3.1 Economics update

The first half of 2019/20 has seen UK **economic growth** fall as Brexit uncertainty took a toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19 September reemphasised their concern about the downturn in world growth and also expressed concern that prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the Monetary Policy Committee (MPC) left Bank Rate unchanged at 0.75% throughout 2019, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.

As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell to 1.7% in August. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.

With regard to the **labour market**, despite the contraction in quarterly GDP growth of -0.2% q/q, (+1.3% y/y), in quarter 2, employment continued to rise, but at only a muted rate of 31,000 in the three months to July after having risen by no less than 115,000 in quarter 2 itself: the latter figure, in particular, suggests that firms are preparing to expand output and suggests there could be a return to positive growth in quarter 3. Unemployment continued at a 44 year low of 3.8% on the Independent Labour Organisation measure in July and the participation rate of 76.1% achieved a new all-time high. Job vacancies fell for a seventh consecutive month after having previously hit record levels. However, with unemployment continuing to fall, this month by 11,000, employers will still be having difficulty filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The latest GDP statistics also included a revision of the savings ratio from 4.1% to 6.4% which provides reassurance that consumers' balance sheets are not over stretched and so will be able to support growth going forward. This would then mean that the MPC will need to consider carefully at what point to act to raise Bank Rate if there is an agreed Brexit deal, as the recent pick-up in wage costs is consistent with a rise in core services inflation to more than 4% in 2020.

In the political arena, the first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or 31 October, with or without a deal. So far, there has been no majority of MPs for any one option to move forward on enabling Brexit to be implemented. At the time of writing the whole Brexit situation is highly fluid and could change radically by the day. Given these circumstances and the likelihood of an imminent general election, any interest rate forecasts are subject to material change as the situation evolves. If the UK does soon achieve a deal on Brexit agreed with the EU then it is possible that growth could recover relatively quickly. The MPC could then need to address the issue of whether to raise Bank Rate at some point in the coming year when there is little slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation. On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently and the MPC would be likely to cut Bank Rate in order to support growth. However, with Bank Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy. If there is a general election soon, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

### 3.2 Interest rate forecasts

The Council's treasury advisor, Link Asset Services, has provided the following forecast.

This forecast includes the increase in margin over gilt yields of 100bps introduced on 9<sup>th</sup> September 2019.

Link Asset Services Interest Rate View										
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	2.30	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.60	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

The above forecasts have been based on an assumption that there is some sort of muddle through to an agreed deal on Brexit at some point in time. Given the current level of uncertainties, this is a huge assumption and so forecasts may need to be materially reassessed in the light of events over the next few weeks or months.

The Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit. The suggestion that rates would need to rise at a "gradual pace and to a limited extent" is now also conditional on "some recovery in global growth. During the half year up to 30 September there was a near halving of longer term PWLB rates to completely unprecedented historic low levels (see paragraph 7 for comments on the increase in margin over gilt yields of 100bps introduced on 9<sup>th</sup> September).

The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture. The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.

For Barnet, with its significant capital programme, conditions remain favourable to borrow both short and long term either fixed or inflation linked. At the time of writing the 50-year PWLB rate was 2.94% indicating an underlying gilt yield of 1.14%. Opportunities to borrow outside of PWLB are being explored and greater variety in borrowing routes is likely to return. Short-term borrowing rates remain around 1%.

## 4. Treasury Management Strategy Statement and Annual Investment Strategy Update

The Treasury Management Strategy Statement, (TMSS), for 2019/20 was approved by this Council on 5<sup>th</sup> March 2019. There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

## 5. The Council's Capital Position (Prudential Indicators)

This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

## 5.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

<b>Capital Expenditure</b>	<b>2018-19</b>	<b>2019-20 as</b>	<b>2019-20</b>	<b>2019-20</b>
	<b>Actual</b>	<b>shown in</b>	<b>Revised</b>	<b>Projection</b>
	£'000	£'000	£'000	£'000
Non-HRA	209,316	275,563	439,920	293,924
HRA	33,047	78,143	40,748	50,885
<b>Total</b>	<b>242,363</b>	<b>353,706</b>	<b>480,668</b>	<b>344,809</b>

There was a substantial increase (£127.0 million) in the budgeted for capital expenditure after the approval of the TMSS relating to the carry forward of projections from the previous year. The current projection is lower than both the budget and estimate included within the TMSS. The main cause is a slippage to later years in the Thames Link station (£124.2 million). The HRA acquisition programme has brought forward expenditure of £11 million from next year.

## 5.2 Changes to the Financing of the Capital Programme

The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements

<b>Capital Expenditure Financing</b>	<b>2018-19</b>	<b>2019-20 as</b>	<b>2019-20</b>	<b>2019-20</b>
	<b>Actual</b>	<b>shown in</b>	<b>Revised</b>	<b>Projection</b>
		<b>TMSS</b>	<b>budget</b>	
		£'000	£'000	£'000
Capital receipts	18,286	60,020	39,788	39,788
Capital Grants	68,879	57,956	260,195	135,967
Capital Reserves	29,315	20,837	17,010	17,010
Revenue	37,590	26,404	20,662	20,662
<b>Total Financing</b>	<b>154,070</b>	<b>165,217</b>	<b>337,655</b>	<b>213,427</b>
Borrowing requirement	88,293	188,489	143,013	131,382
	<b>242,363</b>	<b>353,706</b>	<b>480,668</b>	<b>344,809</b>

The slippage in Thames Link has seen grants deferred into 2020-21. The projected borrowing requirement is £57.1 million below that included within the TMSS.

## 5.3 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary, how this has changed compared with the estimate within the TMSS and the debt headroom based on the operational boundary for debt.

	<b>31 March 2019 Actual</b>	<b>2019-20 as shown in TMSS</b>	<b>2019-20 Revised Estimate</b>
<b>Prudential Indicator - Capital Financing Requirement</b>			
	£'000	£'000	£'000
CFR – Non-Housing	346,825	510,861	444,480
CFR - Housing	200,634	243,982	223,361
Total CFR	<u>547,459</u>	<u>754,843</u>	<u>667,841</u>
Net movement in CFR		<u>207,384</u>	<u>120,382</u>
<b>Prudential Indicator - the operational boundary for external debt</b>			
	<b>Actual - as at 30 Sept 2019</b>	<b>TMSS Projection</b>	<b>Revised Projection</b>
	£'000	£'000	£'000
Borrowing	404,080	495,496	442,462
Other Long-term liabilities	15,489	15,288	15,116
Total debt (year-end position)	<u>419,569</u>	<u>510,784</u>	<u>457,578</u>
TMSS Operational boundary		654,843	654,843
Debt headroom available		<u>144,059</u>	<u>197,265</u>

Slippage in the capital programme has resulted in a projected year end debt balance of £457.6 million. This compares with borrowing as at 30 September 2019 of £419.6 million and a TMSS projection of £510.8 million.

#### 5.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

<b>Estimate of the net debt position</b>	<b>31 March 2019 Actual</b>	<b>As at 30 September 2019</b>	<b>2019-20 Revised Estimate</b>
	£'000	£'000	£'000
Borrowing	349,080	404,080	442,462
Other long term liabilities	15,489	15,489	15,116
Treasury investments	<u>-65,350</u>	<u>-102,310</u>	<u>-35,350</u>
Net debt	<u>299,219</u>	<u>317,259</u>	<u>422,228</u>
CFR	547,459		667,841

The Director of Finance reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

<b>Authorised limit for external debt</b>	<b>2019-20 original indicator</b>	<b>current position 30 September 2019</b>	<b>2019-20 Revised Estimate</b>
	£'000	£'000	£'000
Borrowing	739,242	404,080	442,462
other long-term liabilities	20,601	15,489	15,116
<b>Total</b>	<b>759,843</b>	<b>419,569</b>	<b>457,578</b>

Both the current and year-end projected borrowing are well within the authorised debt limits.

## 6. Investment Portfolio 2019/20

In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As shown by forecasts in section 3.2, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the current 0.75% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual and unlikely to return to the levels seen in previous decades, investment returns are likely to remain low.

The Council held £102.3 million of Treasury investments as at 30 September 2019 (£65.4 million at 31 March 2019) and the investment portfolio yield for the first six months of the year is 0.79% against a benchmark of 7-day libor of 0.57%. The value of Treasury investments above excludes the loan to Saracens (£1.8 million as at 30.9.2019) and advances to Open Door Homes and in respect of Brent Cross.

A full list of investments held as at 30 September 2019 is in appendix 1.

The Chief Financial Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2019/20.

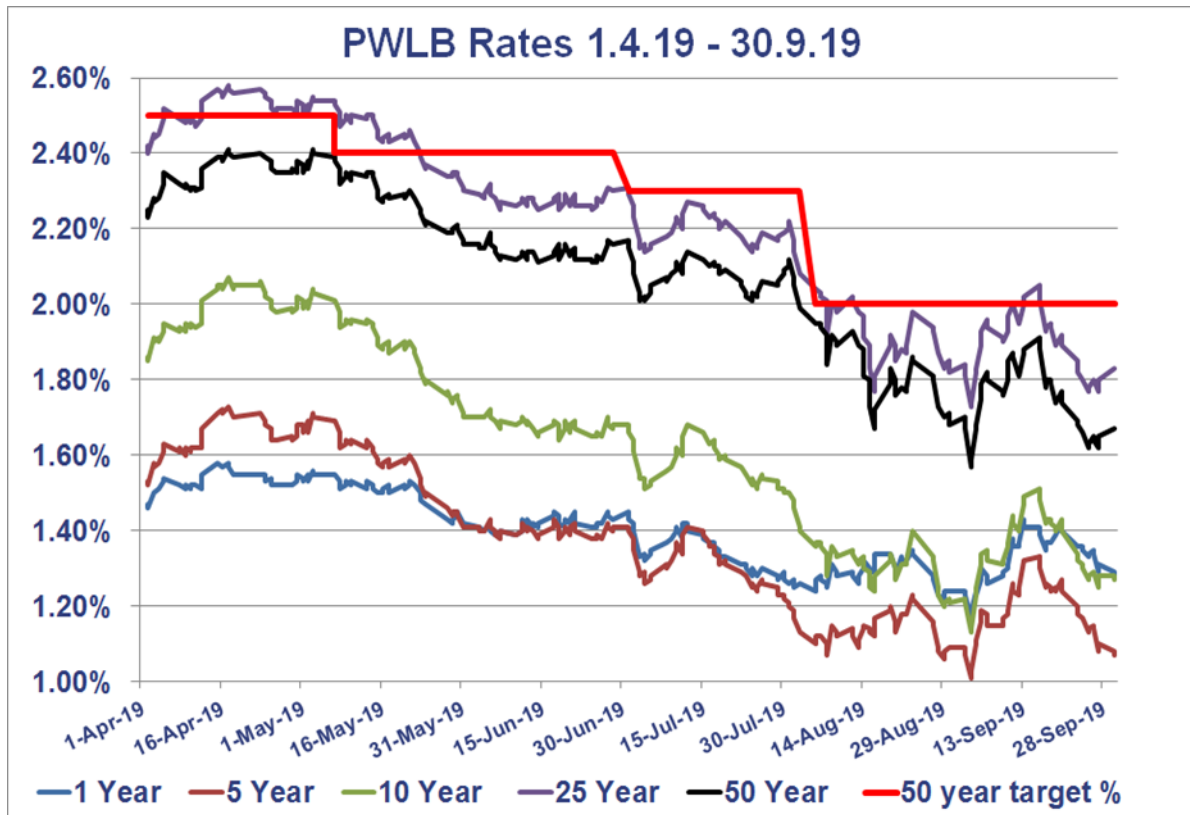
The Council's budgeted investment return for 2019/20 is £1.2 million, and performance for the year to date is £0.8 million above budget, mainly due to loan in respect of Brent Cross, Open Door and Saracens.

No changes are proposed to the current counterparty policy.

## 7. Borrowing

As indicated above the current projected capital programme for 2019-20 envisages debt funded capital expenditure of £131.4 million. Over the three years of the TMSS to March 2022, additional debt of £269.6 million was projected in the TMSS. In the last six months, new 50-year PWLB fixed rate maturity debt of £80 million has been acquired at an average interest rate of 1.94%. It had been planned to borrow £160 million in stages to avoid excess cash, but following the increase in PWLB rates discussed below, the funding programme was suspended. Part of the cash was used to repay £25 million of short-term borrowing taken in the previous year.

The graph and table below show the movement in PWLB certainty rates for the first six months of the year to date. PWLB rates have been on a falling trend during this period and longer rates have almost halved to reach historic lows. The 50-year PWLB target (certainty) rate for new long-term borrowing fell from 2.50% to 2.00% during this period justifying postponement of borrowing decisions.



### Increase in the cost of borrowing from the PWLB

On 9 October 2019 the Treasury and PWLB announced an increase in the margin over gilt yields of 100bps on top of the current margin of 80 bps which this authority has paid prior to this date for new borrowing from the PWLB. There was no warning that this would happen and it now means that every local authority should fundamentally reassess how to finance their external borrowing needs and the financial viability of capital projects in their capital programme due to this unexpected increase in the cost of borrowing.

Whereas this authority has relied since 2008 on the PWLB as its main source of funding, it now will reconsider alternative cheaper sources of borrowing. At the current time, this is a developmental area as this event has also taken the financial services industry by surprise. We are expecting that various financial institutions will enter the market or make products available to local authorities. Members will be updated as this area evolves.

Discussions have taken place with the Municipal Bond Agency who are evaluating the opportunity to issue 20-year debt on behalf of local authorities in early 2020. Insurance companies are already starting to express interest with the proposed margin over gilts lower than PWLB but greater than those on offer prior to the increase in PWLB margins. With cash balances in excess of £100 million there is no immediate need to borrow.

## Appendix 1

	Principal (£'000)	Interest Rate %	Start Date	Maturity Date	Lowest long-term rating	Historic default risk %
<b>Money Market Fund</b>						
MMF Federated Investors	25,000	0.74			AAA	0.000
MMF Invesco	900	0.71			AAA	0.000
MMF Aviva	5,010	0.72			AAA	0.000
<b>Total Money Market</b>	<b>30,910</b>					
<b>Banks</b>						
Australia & New Zealand	5,800	0.88	20-Jun-19	31-Oct-19	AA-	0.002
Australia & New Zealand	7,500	0.82	05-Aug-18	29-Nov-19	AA-	0.004
Sumitomo Mitsui	10,000	0.76	15-Aug-19	31-Jan-20	A	0.018
Sumitomo Mitsui	10,000	0.77	20-Aug-19	20-Nov-19	A	0.007
Sumitomo Mitsui	5,000	0.77	27-Aug-19	29-Nov-19	A	0.009
LLOYDS BANK	6,500	0.97	21-Jun-19	29-Nov-19	A+	0.009
LLOYDS BANK	6,600	0.82	13-Aug-19	23-Dec-19	A+	0.012
LLOYDS BANK	10,000	0.85	15-Aug-19	28-Feb-20	A+	0.022
Santander	10,000	0.79	27-Aug-19	28-Feb-20	A	0.022
<b>Total Banks</b>	<b>71,400</b>					
<b>Total Investments</b>	<b>102,310</b>	<b>0.00</b>				<b>0.007</b>

**London Borough of Barnet**

**Annual Treasury Management Out-  
turn Review 2018/19**



# Annual Treasury Management Review 2018/19

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## 1. Introduction

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2018/19. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2018/19 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 6<sup>th</sup> March 2018)
- a mid-year (minimum) treasury update report (Performance and Contract Management Committee 18 December 2018)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by either the Policy and Resources Committee or the Performance and Contract Management Committee before they were reported to the full Council. Member training on treasury management issues was undertaken on 23<sup>rd</sup> October 2018 in order to support members' scrutiny role.

## 2. Summary

### Debt

Additional short-term borrowing of £45 million was taken in the year. The average annualised interest on the additional borrowing was 0.95%. Gross debt increased by £44.5 million to £364.6 million. Capital expenditure requiring funding by debt / internal balances was £88.3 million, below the TMSS projection of £176.8 million.

### Investments

Investment balances declined to £65.4 million compared with £95.5 million at the start of the year.

### TMSS Limits

There were no breaches of limits during the year to 31 March 2019.

### 3. The Economy and Interest Rates

Investment returns remained low during 2018/19. The expectation for interest rates within the treasury management strategy for 2018/19 was that Bank Rate would rise from 0.50% to 0.75%. At the start of 2018-19, and after UK GDP growth had proved disappointingly weak in the first few months of 2018, the expectation for the timing of this increase was pushed back from May to August 2018. Investment interest rates were therefore on a gently rising trend in the first half of the year after April, in anticipation that the MPC would raise Bank Rate in August. This duly happened at the MPC meeting on 2 August 2018. During this period, investments were, therefore, kept shorter term in anticipation that rates would be higher later in the year.

It was not expected that the MPC would raise Bank Rate again during 2018-19 after August in view of the fact that the UK was entering into a time of major uncertainty with Brexit due in March 2019. Value was therefore sought by placing longer term investments after 2 August where cash balances were sufficient to allow this.

Continued uncertainty in the aftermath of the 2008 financial crisis has promoted a cautious approach whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

### 4. Overall Treasury Position as at 31 March 2019

At the beginning and the end of 2018/19 the Council's treasury, (including borrowing by PFI and finance leases), position was follows:

TABLE 1	31 March 2018	Rate/ Return	Average Life	31 March 2019	Rate/ Return	Average Life
	Principal £'000	%		Principal £'000	%	
<b>debt</b>	304,080	<b>3.86</b>	<b>26.5 yrs</b>	349,080	<b>3.48</b>	<b>22.2 yrs</b>
<b>Other long-term liabilities</b>	15,974			15,489		
<b>Total debt</b>	<b>320,054</b>			<b>364,569</b>		
<b>CFR</b>	<b>459,166</b>			<b>547,459</b>		
<b>Over / (under) borrowing</b>	<b>-139,112</b>			<b>-182,890</b>		
<b>Total investments</b>	<b>95,500</b>	<b>0.52</b>	<b>47 days</b>	<b>65,350</b>	<b>0.71</b>	<b>47 days</b>
<b>Net debt</b>	<b>224,554</b>			<b>299,219</b>		

Note: Investments exclude loan to Saracen, which had a year-end balance of £156,000 earning 6%.

### 5. The Strategy for 2018/19

During 2018-19, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash

supporting the Council’s reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, due to the scale of the capital programme in the year, short-term borrowing of £45 million was taken in preference to longer term debt. This was replaced by longer term borrowing in 2019-20 as PWLB rates declined sharply to below 2% of 50-year debt.

## 6. The Borrowing Requirement and Debt

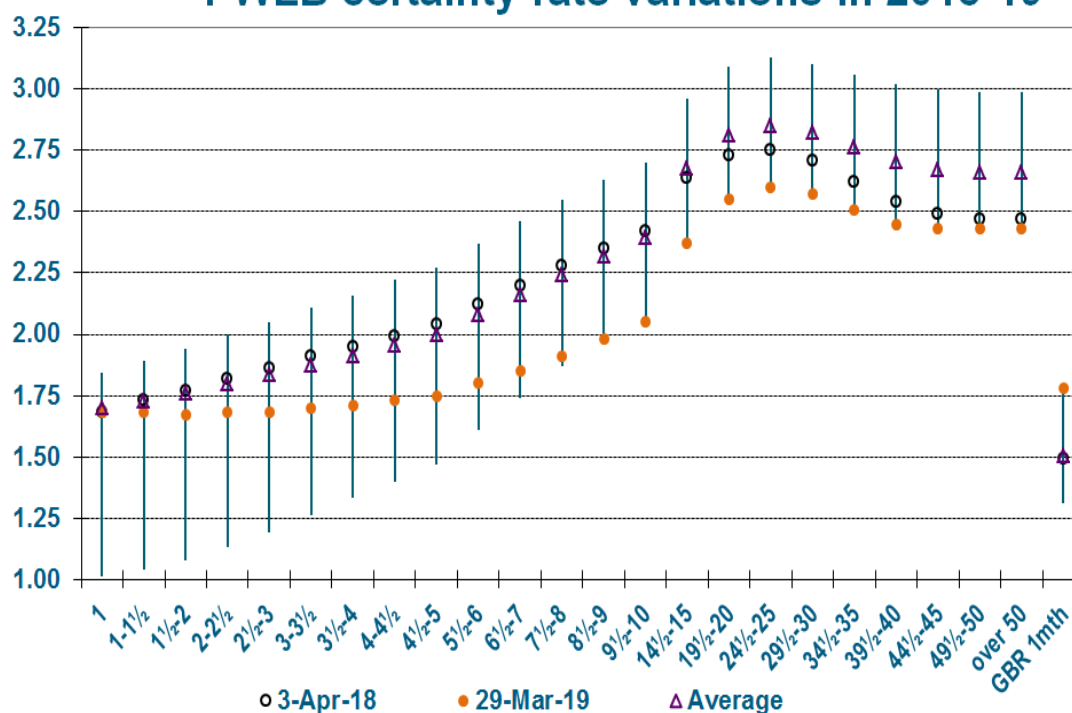
The Council’s underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). The table below summarises the opening, projected and closing capital positions.

	31-Mar-18 Actual	31-Mar-19 Budget	31-Mar-19 Actual
CFR General Fund (£'000)	258,532	458,978	346,825
CFR HRA (£'000)	200,634	225,460	200,634
Total CFR (£'000)	459,166	684,438	547,459

## 7. Borrowing Rates in 2018/19

Since PWLB rates peaked during October 2018, most PWLB rates have been on a general downward trend, though longer-term rates did spike upwards again during December, and, (apart from the 1 year rate), reached lows for the year at the end of March. There was a significant level of correlation between movements in US Treasury yields and UK gilt yields - which determine PWLB rates. The Fed in America increased the Fed Rate four times in 2018, making nine increases in all in this cycle, to reach 2.25% – 2.50% in December. However, it had been giving forward guidance that rates could go up to nearly 3.50%. These rate increases and guidance caused Treasury yields to also move up. However financial markets considered by December 2018, that the Fed had gone too far, and discounted its expectations of further increases. Since then, the Fed has also come round to the view that there are probably going to be no more increases in this cycle. The issue now is how many cuts in the Fed Rate there will be and how soon, in order to support economic growth in the US. But weak growth now also looks to be the outlook for China and the EU so this will mean that world growth as a whole will be weak. Treasury yields have therefore fallen sharply during 2019 and gilt yields / PWLB rates have also fallen.

### PWLB certainty rate variations in 2018-19



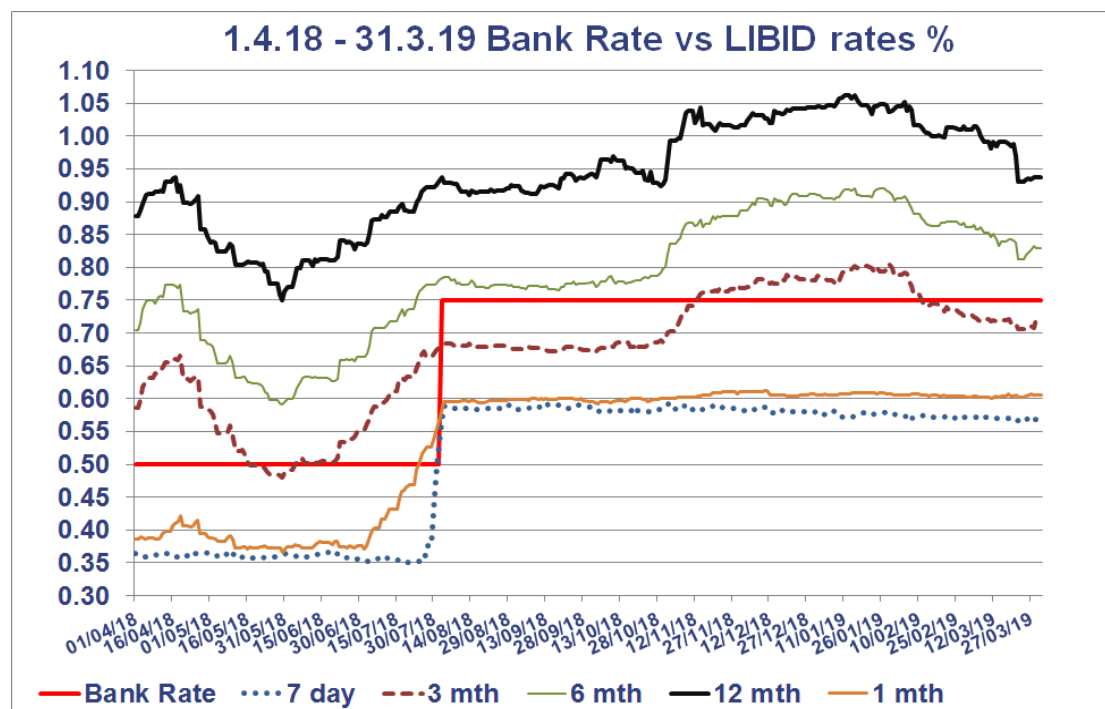
## 8. Borrowing Outturn for 2018/19

New short term borrowing of £45 million with a maturity of six months was taken during the year. The value of debt increased by this amount to £349.1 million at the end of the year. In addition, there was £15.489 million of PFI liabilities as at 31 March 2019.

The TMSS forecast closing gross borrowing of £495.5 million, derived from £176.8 million of debt funded capital expenditure. The value of capital expenditure funded by internal cash during the year was considerably lower at £88.3 million.

## 9. Investment Rates in 2018/19

Investment rates were little changed during August to October but rose sharply after the MPC meeting of 1 November was unexpectedly hawkish about their perception of building inflationary pressures, particularly from rising wages. However, weak GDP growth data after December, plus increasing concerns generated by Brexit, resulted in investment rates falling back again.



## 10. Investment Outturn for 2018/19

**Investment Policy** – the Council’s investment policy is governed by MHCLG guidance, which has been implemented in the annual investment strategy approved by the Council on 6 March 2018. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had retained sufficient cash balances to meet all its obligations on time.

**Investments held by the Council** - the Council maintained an average balance of £72.5 million of internally managed funds. The internally managed funds earned an average rate of return of 0.71%. The comparable performance indicator is the average 7-day LIBID rate, which was 0.51%.

## Appendix 1: Prudential and treasury indicators

The table below compares the prudential indicators set out at the start of 2017-18 with those achieved at 31<sup>st</sup> March 2019

<b>1. PRUDENTIAL INDICATORS</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>
	<b>actual</b>	<b>original</b>	<b>actual</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Capital Expenditure</b>			
Non - HRA	115,514	312,598	209,316
HRA (applies only to housing authorities)	49,378	80,312	33,047
<b>TOTAL</b>	<b>164,892</b>	<b>392,910</b>	<b>242,363</b>
<b>Financing of Capital Expenditure</b>			
Capital receipts	32,706	84,570	18,286
Capital grants	60,886	45,837	68,879
Capital reserves	7,598	48,458	29,315
Revenue	40,187	37,215	37,590
<b>Total</b>	<b>141,377</b>	<b>216,080</b>	<b>154,070</b>
<b>Net Financing Need for the Year</b>	<b>23,515</b>	<b>176,830</b>	<b>88,293</b>
<b>Ratio of financing costs to net revenue stream</b>			
Non - HRA (ex PFI)	4.54%	5.94%	5.80%
HRA	11.77%	12.73%	12.61%
<b>Gross borrowing as at 31 March</b>			
Non - HRA	120,553	283,522	120,553
HRA	199,501	220,518	199,501
<b>Total</b>	<b>320,054</b>	<b>504,040</b>	<b>320,054</b>
<b>CFR</b>			
Non - HRA	258,532	458,979	346,825
HRA	200,634	225,466	200,634
<b>TOTAL</b>	<b>459,166</b>	<b>684,445</b>	<b>547,459</b>

**NB: Ratio of financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream. The increase between 2017/18 and 2018/19 is due to higher MRP charges in the later year.

2. TREASURY MANAGEMENT INDICATORS	2017/18	2018/19	2018/19
	actual	TMSS limits	actual
	£'000	£'000	£'000
<b>Authorised Limit for external debt -</b>			
borrowing	304,080	598,029	349,080
other long-term liabilities	15,974	31,034	15,489
TOTAL	320,054	629,063	364,569
<b>Operational Boundary for external debt -</b>			
borrowing	304,080	598,029	349,080
other long-term liabilities	15,974	16,034	15,489
TOTAL	320,054	614,063	364,569
<b>HRA Debt Limit</b>			
HRA debt Cap	240,643	240,043	240,643
HRA CFR	200,634	228,145	200,634
HRA headroom	40,009	11,898	40,009
<b>Upper limit for fixed interest rate exposure</b>	100%	100%	100%
<b>Upper limit for variable rate exposure</b>	0%	30%	0%
<b>Upper limit for total principal sums invested for over 364 days</b>	nil	25,000	nil

**The authorised limit** - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2018/19 the Council has maintained gross borrowing within its authorised limit.

**The operational boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

3. Maturity Profile of Debt	31-Mar-18	2018/19	31-Mar-19
	actual	TMSS Upper limits	actual
Under 12 months	0%	50%	12.89%
12 months and within 24 months	0%	50%	0%
24 months and within 5 years	0%	75%	0%
5 years and within 10 years	0.7%	75%	6.45%
10 years and within 60 years	92.6%	100%	80.66%

# Reserves and Balances Policy

## 1. Background

Barnet Council is required to maintain adequate financial reserves as they play vital part of prudential financial management of the authority, including the ongoing ability of the organisation to meet the balanced budget requirement. The purpose of this policy is to set out how the Council will determine the level and purpose of reserves.

Reserves are an integral part of sound financial management. They help the Council to manage with unpredictable financial pressures and plan for future spending commitments.

Councils are free to determine the type and level of reserves they hold. Barnet Council is responsible for ensuring that the level, purpose and planned use of reserves is appropriate when developing the Medium Term Financial Strategy and setting the annual budget

The Local Government Finance Act 1992 requires local authorities to have regard to the level of reserves needed for meeting estimated future expenditure then calculating the budget requirement. However, there is no specified minimum level of reserves that an authority should hold. It is the responsibility of the Chief Financial Officer and the Members of the Council to determine the level of reserves and to ensure that there are procedures for their formation and use.

## 2. Operation of Reserves

2.1 When reviewing the Medium Term Financial Strategy and preparing annual budgets the Council should consider the establishment and maintenance of reserves.

Reserves are sums of money held by the Council to meet future expenditure.

2.2 Reserves are generally held to do three things:

- Create a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. This forms a part of general reserves.
- Create a contingency to cushion the impact of unexpected events or emergencies. This also forms part of general reserves.
- Creates a means of building up funds, often referred to as earmarked reserves, as defined above, to meet known or predicted liabilities.

## 3. Types of Reserves



3.1 Reserves are classified in specific categories to help distinguish between the type of reserve and their use.

**General Fund Balance** – to meet short term, unforeseeable expenditure arising from unexpected events or emergencies. To enable significant changes in resources or expenditure to be properly managed over the period of the Medium Term Financial Strategy. The Chief Financial Officer’s recommendation is that this remains at £15m across the MTFS period.

**Unusable reserves** – these arise out of a requirement under legislation and proper accounting practice either to accumulate revaluation gains or as adjustment accounts to comply with statutory accounting requirements. These reserves are not backed by resources and therefore cannot be used for any other purpose. Hence, these reserves are not available to fund expenditure

**Earmarked and Specific Reserves** – to meet known or predicted requirements, or established by statute. The purpose of these reserves is to enable sums to be set aside for specific purposes or in respect of potential or contingent liabilities where the creation of a provision is not required or permitted. The council has created three distinct classifications of its General Fund reserves, Capital Reserves, Non-Ringfenced Revenue Reserves and Ringfenced Revenue Reserves. The purpose of significant reserves within each classification is set out below:

#### Capital Reserves

- Community Infrastructure Reserve

This reserve is likely to be required to support Community Infrastructure Capital projects and growth in Housing and Business.

- Revenue implications of capital

This reserve has been established as a source of funding towards costs which do not meet the strict definition of capital expenditure but for which there was no revenue provision. An example of this type of cost would be feasibility work or for costs such as the decanting of staff contained within the costs of the Office Build project.

#### Non-Ringfenced Revenue Reserves

- MTFS Reserve

The Council will maintain an MTFS reserve to support the delivery of progressive reductions in expenditure over the coming years, manage increased uncertainty as a result of recent transfers of business rates and council tax support into locally financed expenditure and to fund the one-off costs of transformation needed to allow future savings and for capital investment supporting our economic growth agenda. The MTFS reserve has been merged with the Collection Fund Smoothing reserve. This combined MTFS reserve is now the single mechanism for managing risks such as overspends and timing issues of collection fund items.

- Costs of delivering the MTFS (Transformation Reserve)

This reserve is to fund one-off costs in relation to the delivery of the savings required over the MTFS period and will be kept under review by the section 151 officer as savings and projects are implemented. The forecast balance is expected to be sufficient to support transformation across the MTFS period.

- Services Specific Reserves  
Includes funding where it has been agreed that such sums could be carried-forward for use in subsequent years on named, specific projects or initiatives.

### Ringfenced Reserves

- Public Health Reserve  
The Council assumed responsibility for certain Public Health functions from April 2013 supported through a new Public Health grant; this reserve will be used to manage any over or underspends against this grant which is restricted to Public Health expenditure.
- Special Parking Account Reserve  
This account is to hold the additional income achieved above the agreed surplus transferred to the General Fund on annual basis. The amount to be transferred to the General Fund is agreed annually, but is subject to change in year. The reserve can be used for several activities such as; bus priority measures and improvements to bus stops, on-street measures to promote walking and cycling, road safety measures, traffic reduction and traffic management measures, environmental street improvement schemes in town centres and development of school travel plans and workplace travel plans.

### Housing Revenue Account

- Major Repairs Reserve (Within the HRA)  
The balance on this reserve represents the amount unspent of the major repairs allocation (MRA) and will be used to meet housing capital expenditure in future years.

## **4. Establishing a new Reserve**

4.1 New reserves may be created at any time, but must be approved by Policy and Resources Committee when a reserve is established. Policy and Resources Committee needs to approve the following:

- *Purpose* – the reason for creating the reserve should be clearly stated.
- *Usage* – there should be a clear statement of how and when the reserve can be used.
- *Basis of transactions* – delegated authority for approval of expenditure from the reserve.

- *Management and control* – a member of Council Management Team must have responsibility for the reserve, although day to day management of the reserve may be delegated to a specific officer.

## **5. Reporting Reserves**

- 5.1 The Chief Financial Officer has a fiduciary duty to local tax payers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.
- 5.2 The overall level of balances will be reported quarterly as part of the CFO's report to the Financial Performance and Contracts Committee.
- 5.3 The budget report to Council will include a forecast of the level of reserves over the MTFS period.

## **6. Reviewing Reserves**

- 6.1 The level of reserves for the next five years will be reviewed at least annually as part of the Medium Term Financial Strategy process. The Council Management Team (CMT), together with other responsible officers, will review the Council's earmarked reserves for relevance of purpose and sustainability. A profile of income to and expenditure from the reserves will be produced for inclusion within the Medium Term Financial Strategy (MTFS).
- 6.2 All reserves are reviewed as part of the budget preparation, financial management and closing processes.
- 6.3 Any amendments to earmarked reserves should be reported to Policy and Resources Committee for approval.
- 6.4 Once a reserve has fulfilled the purpose for which it was established, the balance should be reallocated to another similar purpose earmarked reserve or General Fund Balance.
- 6.5 It is the responsibility of the Chief Financial Officer to advise the Council about the level of reserves that it should hold and to ensure that there are clear procedures for their establishment and use and to report on the appropriateness of reserves.

## **7. Reserve Balances**

- 7.1 Over the life of the current Medium Term Financial Strategy, the Council intends to maintain the level of the General Fund Working Balances at or above £15m.
- 7.2 The level of earmarked reserves is set out in the Medium Term Financial Strategy and is linked into individual service delivery plans. The Chief Financial Officer assesses that the level of non ringfenced revenue reserves should not fall below £30m during the MTFS period.

## **8. Reserves and the management of risks**

- 8.1 Councils are facing significant financial challenges both now and in the future. The unprecedented reduction in government funding since 2010/11 and a decline in a number of other income sources. As well as the rising demand and increased costs for many services all pose a significant rising pressure and long-term risk for the Council.
- 8.2 The Council may consider using reserves to manage these risks. Certain earmarked reserves are set aside to deal with specific risks (as outlined in section 3).
- 8.3 The Council also manages unexpected financial shocks by maintaining the General Fund Working Balances. The level of this Working Balance is kept under review and it is the responsibility of the Chief Financial Officer to ensure it is at a level that is appropriate and reasonable as part of the budget setting process.
- 8.4 The Council is facing the following risks in the medium to long-term which are all to be managed as part of the MTFS process;

### On-Going Risks

- The implementation of the Council's budget savings programme
- Service Budgetary control
- Service spending pressures such as the unavoidable increase in demand for Social Care Services (such as children in care) coupled with the increased cost of complex packages and investment required to improve the service
- Inflationary pressures on Pay and Contracts
- Changing demographics and growing population particularly among the very young and very old, and with more people moving to London Borough of Barnet further increasing the pressure on our Services such as schools, housing and social infrastructure.
- Localisation of Business rates does always present a collection rate risk and an economic downturn risk
- Reductions in Government funding following the implementation of the Fair Funding Review, Spending Review and the review of Business Rates.

### New Risks

- Economic Stability on the run up and post-Brexit outcomes dependent on final deal. It is uncertain what the financial impact will have both at a Central Government level and the affects this will have filtered down to Local governments.
- Central Government has indicated the possibility of further devolution of services/responsibilities to local authorities and these may not be sufficiently funded and impact may not be fully quantifiable.
- Welfare Reforms and the full roll out of Universal Credit which could impact on rent collection and potentially increase the number of homeless and vulnerable people seeking support and accommodation in the borough.

## **9. Delegated Authority**

9.1 Authority to approve reserve contributions and drawdowns is with the Council's Section 151 Officer unless explicitly agreed by the Policy and Resources Committee. Examples of where this delegation may be to other officers is when the funding is legally ringfenced for a specific purpose.

# London Borough of Barnet

## Debt Management Policy

22 January 2020

## **Introduction and objectives**

The Council has a statutory and fiduciary responsibility to protect public funds for the benefit of all who live and work in the borough.

This document sets out the Council's policy and procedures in relation to the billing, collection and recovery of monies owed to the Council and is to be adopted across all services within the London Borough of Barnet.

The Council is responsible for the collection of:

- Council Tax
- Business Rates
- Housing Benefits Overpayments – this occurs when benefit is paid that the claimant is not entitled to
- A range of chargeable services (General Income).
- Penalty Charge Notices (PCN)

Whilst the majority of this income is collected in a timely manner, there are occasions when debtors do not make payments on time. This gives rise to a requirement to actively manage Council debt, and to set out clearly how the Council will enforce payment of monies owed.

Methods for the billing and recovery of statutory debt are defined within the relevant statute and are designed to comply with best practice.

The Council's objectives in relation to debt are:

- To maximise the level of income collected by the Council by;
  - a) Implementation of a transparent charging policy
  - b) Accurate and timely billing
  - c) Reducing debt levels
  - d) Effective recovery processes
- To pursue all debts, ensuring that those with the means to pay actually do so;
- To provide a corporate approach to the billing, recovery and collection of debt that encompasses the following core principles and is proportional, consistent and transparent.

## **Definition of a debtor**

A debtor is anybody (whether an individual or organisation) who has received goods or services from the Council, or is liable for a statutory debt, and who has not yet paid the full amount owed.

For council tax and business rates, a debtor is an individual or organisation that does not adhere to the statutory instalment scheme.

For Housing Benefit overpayments, a debtor is a benefit claimant, or alternative payee such as a landlord, who has been overpaid Housing Benefit as a result of a change in circumstances.

To reduce the number of debtors, service providers must attempt to obtain payment in advance or at the point of service delivery wherever possible. Invoices should only be raised where payment in advance for a service is inappropriate.

## **Core Principles**

Responsibility for maximising income to the Council for the services it charges for is shared by the Chief Finance Officer and Heads of Services.

The responsibility for the collection and enforcement of council tax, business rates and the recovery of overpaid housing benefit is governed by legislation and is administered by the Revenues and Benefits service, the specific legalisation is stated below:

- Council tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments
- Non-Domestic Rates recovery procedures are laid down by statute in The Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 and subsequent regulations and amendments
- Housing Benefits overpayments are reclaimed in accordance with Regulations 99 – 107 of The Housing Benefit Regulations 2006 (and subsequent amendments)

The charging of Parking Penalty Charge Notices (PCN) is under the powers of the Road Traffic Regulation Act 1984 (RTRA 1984), local authorities may:

- impose charges for parking in car parks
- charge for parking in on-street parking bays (e.g. through the sale of permits/vouchers and through various short-term payment methods)



Consistent and transparent debt management arrangements will be applied to all sums owed to the Council, with the objective of maximising income and cash flow, but taking account of the cost of collection and recovery.

The Accounts Receivable Team is responsible for recovering debts that have been raised by services, for advising them on debts that are uneconomic to pursue and where debts should be written-off, and for maintaining master data (client details, including blocked customer status etc.).

### Service Requirements

Services should attempt to obtain payment in advance of services being provided. Where this is not possible, services should determine their arrangements for allowing credit in consultation with the Accounts Receivable Team, on behalf of the Chief Finance Officer. This document sets out arrangements for doing this. The Accounts Receivable Team can advise on the most appropriate method for collection of income in advance.

Responsibility for controlling the issue of credit in line with pre-determined arrangements and adhering to the arrangements for customers to whom services have been suspended or terminated due to non-payment (known as 'blocked' customers).

Responsibility for collecting and banking income received in advance and for raising invoices promptly where credit has been allowed.

### Provisions

Provisions for bad debts will be determined by the Chief Finance Officer, in conjunction with services and the Head of Exchequer Services or, for council tax and business rates, the Chief Finance Officer and the Revenues and Benefits Manager, as stated with the Council's Financial Regulations.

### Charging Policies

The Council will charge for all services where allowable.

The Council will have in place charging policies which are coherent and cost effective. All policies should be transparent and easy to understand.

Charges should cover the full cost of the service unless specific funding or alternative measures are in place.

Each Delivery Unit will regularly review charging policies and fees. This will be in line with the annual budget setting cycle as per the Council's Financial Regulations.

Each Delivery Unit should ensure appropriate methodology is in place to ensure the robustness of the charging and collection policy and delivery.

### **Performance Management**

Prompt recovery action is key to managing debt and maximising income. The Council therefore aims to:

- Regularly monitor the level and age of debt.
- Set clear targets for the recovery of debt.
- Have clear written recovery procedures.
- Set priorities for specific areas of debt and assess recovery methods to ensure maximum recovery.
- Regularly review and propose irrecoverable debts for write-off.

### **Monitoring and reporting of debt**

The following table sets out the frequency and type of debt reporting, the responsibilities associated with monitoring debt levels, and responsibilities for monitoring this policy:

Type of Debt	Activity	Report to:	Responsible Officer	Frequency
Sundry	Aged Debt report	All services	Assistant Finance Manager	Monthly
Sundry	Barnet Major Debtors	Head of Exchequer Services.	Assistant Finance Manager	Monthly
Council tax and business rates	Percentage collected in year	DCLG* <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.	Assistant Finance Manager
Sundry	Collection	Cheques or cash to be processed within 24 hours of receipt.	Assistant Finance Manager
Sundry	Collection	Payment suspense items to be cleared within 3 days.	Head of Treasury
Sundry	Aged Debt (FIN PI 28)	96% of debt collected within 120 days.	Assistant Finance Manager
Sundry	Aged Debt (FIN PI 29)	97.5% of debt collected within 180 days.	Assistant Finance Manager
Sundry	Aged Debt (FIN PI 30)	98.5% of debt collected within 365 days.	Assistant Finance Manager
Sundry	Aged Debt	Irrecoverable debt to be written off on a regular basis.	Assistant Finance Manager
Sundry	Payment method (FIN PI31)	To increase the number that pay by direct debit by 5% per annum.	Assistant Finance Manager
Council Tax	Collection (MI)	To achieve an in-year collection target of 96.5%	Revenues and Benefit Manager
Council Tax	Collection (Gainshare)	To achieve a four-year collection target of 98.5%	Revenues and Benefit Manager
Business Rates	Collection (MI)	To achieve an in-year collection target of 97.5%	Revenues and Benefit Manager
Business Rates	Collection (PI)	To achieve a four-year collection target of 99%	Revenues and Benefit Manager
Housing Benefit	Notification	Benefit Determination letter issued the day after the overpayment has been calculated	Revenues and Benefits Manager

Housing Benefit	Collection	65% of debt recovered in current year against debt raised in current year. 25% of debt recovered in current year against all debt outstanding 5% of debt written off against all debt outstanding	Revenues and Benefits Manager
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**Collection and Recovery**

**Sundry Debt**

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 28 days.

After the settlement period, and where legislation permits, the Council may seek to recover interest and any costs that are legitimately due from the debtor to the Council or its agents.

Recovery action will commence no later than 14 days after the demand has fallen due. Escalation processes up to and including litigation are to be agreed between the Accounts Receivable Team and the relevant service departments.

The Council will attempt at all times to use the most appropriate and cost-effective method of debt recovery in order to maximise income.

**Council Tax and Business Rates**

The Council offers six different payment dates for customers who opt to pay council tax by Direct Debit as this is the most efficient and cost-effective method of payment for the Council. Business rates (NNDR) offers Direct Debit on the 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

## Parking

The Council issues Penalty Charge Notices (PCN) for illegally parked vehicles. The debt is not issued on the Council's accounting system; instead it is specifically allocated on the Council's Parking System.

The link below is the latest version of the Council's Parking Policy, which describes the collection / recovery process in detail.

[https://engage.barnet.gov.uk/development-regulatory-services/parking-policyconsultation/user\\_uploads/parking-policy-12\\_08\\_2014.pdf](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	Risk Manager Job Title	Primary Risk Category	Corporate Plan Priority	Controls and Mitigations in Place	Inherent Risk		Residual Risk		Target Risk		Response Option	Direction of Travel	
								Impact	Likelihood	Impact	Likelihood	Risk Score	Impact			Likelihood
Strategic Risks																
STR16	Environmental sustainability	An inability to adequately manage the environmental impact of resident and business activities (such as air quality, insulation, renewable energy, packaging resource management and climate change) could lead to negative long-term consequences to the local environment resulting in statutory environmental duties and targets not being met; financial consequences; and not protecting the environment for future generations.	Executive Director Environment	Assistant Director Transportation and Highways	Statutory Duty	ENV-Creating a healthy environment	-Delivering air quality action plan -Rolling out electric vehicle charging points -Developing a reduction and recycling waste plan -Planting trees on highways (in 1st year - more to do and funding to do this) - Delivery of the long term transport strategy	4	5	4	5	20	3	3	Treat	Same
STR17	Strengthening Children's safeguarding	A lack of strong safeguarding arrangements across the council could lead to children/young people suffering significant harm resulting in serious consequences to the child/young person, (e.g. potential death) and the council failing to meet its statutory duties.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-Delivery of robust delivery plan to take recommendations forward. -Monitoring of impact of delivery plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected. -Refresh of the Barnet Multiagency Safeguarding Arrangements (MASA) membership and work programme. -Leadership from the Chief Executive, Borough Commander and Lead Officer in the CCG to drive forward action plan, and galvanise resources from across the council and partners to support further improvement (including support services). -Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all levels	5	4	4	4	16	4	3	Treat	Same
STR19	Failure of third party Pension administrator meeting standards	Poor performance levels could lead to delays in meeting statutory deadlines such as annual benefit statements / valuations and/or member benefits being inaccurate or paid late resulting in enforcement action by the Pensions Regulator, which can include financial penalties; and members not receiving the correct benefits or receiving benefits late.	Director of Finance	Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Recruitment of an interim pension manager to enhance client side management and internal scheme governance. -Monthly update meetings to measure progress against service improvement plans. - Establishment of Barnet Pensions Team with Finance	4	4	4	4	16	3	2	Treat	Increased
STR09	Increase in the NLWA levy	The expected replacement of the NLWA Energy from Waste (EFW) facility (expected 2026) could lead to an increase in the waste disposal levy of potentially up to £9million per annum and any additional financial cost relating to delays in the construction of the EFW resulting in an increased financial pressure on the council.	Executive Director Environment	Development Manager/ Director of Finance	Finance	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	- Active engagement through officers and NLWA Members - Development of long-term financial strategy - Ongoing analysis of waste data flows	5	5	5	3	15	5	2	Treat	Same
STR08	Major regeneration schemes (incl. Brent Cross)	Failure to effectively manage the major regeneration schemes (incl. Brent Cross) could lead to delays resulting in significant financial implications for the council (e.g. loss of revenue) and local economy.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	- Steering Groups are in place to discuss the works and ensure there is project documentation. - Project boards are in place to discuss and monitor the works- Regular review at GROB (growth, regeneration, operations boards)- Regular review Brent Cross Governance Board -Scheme by scheme basis, teams will investigate market conditions	5	5	5	3	15	5	2	Treat	Same
STR02	Customer experience	Lack of joined up of systems across the council and strategic partners, skilled staff or training could lead to customer expectations not being met resulting in a poor customer experience or quality of service.	Deputy Chief Executive	Head of Customer Services and Digital	Finance	P&R - Continuing to improve Customer Services	- Demand reduction initiatives with high volume services and CSG agreed with timeliness for delivery - Customer transformation programme delivering a range of online improvements which should limit the need for customers to call us - safeguards in place to protect service areas that are used by the most vulnerable residents and those that cannot get online - Monthly web performance meeting group are held - Accessibility reports are run to address shortcomings in accessing content for customers with accessibility needs.	4	4	4	3	12	4	2	Treat	Same
STR07	Workforce engagement	Insufficient staff engagement (lack of investment and empowerment) and inadequate succession planning could lead to problems with recruitment and staff dissatisfaction, skilled staff leaving and high vacancy rates resulting in failure to meet statutory duties or council priorities; and workforce and financial pressures.	Chief Executive	Assistant Director HR	Staffing & Culture	P&R -Ensuring we have strong financial management to make best use of our limited resources	1. A new recruitment system is in place to improve and streamline the recruitment process making it easier for both hiring managers and prospective candidates.-done 2. The council has invested in new office accommodation to provide a new, modern working environment to support flexible working-done 3. The council is investing in its training and development offer so that staff can continuously develop within their profession. Including accessing opportunities presented by the Apprenticeship Levy. 4. Continued roll out of the healthy workplace charter action plan with a rolling monthly programme of healthy initiatives for staff. 5. Develop and monitor HR improvement plan	4	4	4	3	12	4	2	Treat	Same
STR20	Dependency on staff to manage urgent issues	A lack of capacity/capability, shared skills/ knowledge or succession planning in the workforce could lead to dependency on a small number of staff to deal with urgent issues resulting in pressure points across the organisation and potential service failure.	Chief Executive	Assistant Director HR	Business Continuity	P&R - Being resilient as a local authority	- Learning and development opportunities, including opportunities via Apprenticeship Levy - Workforce/succession planning	4	5	3	4	12	3	2	Treat	Reduced
STR05	Resilience management	Insufficient resilience management (e.g. Business Continuity, Emergency Planning, H&S) could lead to the council being unable to respond effectively to an emergency or incident resulting in disruption to services; harm to staff or the public; and legal challenge.	Director of Assurance	Head of Organisational Resilience	Business Continuity	P&R - Being resilient as a local authority	- Current review of EP and BC arrangements including strategy, exercises, training and resources - Implementation of 2018 Audit Recommendations - Corporate BC Strategy and Plan in plan. - Maintenance of BC lead network - Identification of P1 staff and relocation venues across the councils sites - Corporate Health and Safety Management system in place: Health and Safety Policy, risk assessment and review, training, monitoring and reporting performance .	4	5	4	3	12	4	2	Treat	Same

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STR14	Perception of safety	An increase in knife crime in London, hate crime and fake news could lead to a reduction in residents' perceptions of safety in the wider community resulting in an increase in community tension and demand for services.	Assurance Director	Assistant Director of Community Safety and Regulatory Services	Statutory Duty	CLL - Keeping Barnet safe	Working with Barnet Safer Community Partnership to deliver the knife crime action plan -Invested in Environmental Enforcement (e.g. litter and flyposting) -Action Days with Police in Partnership with Re (regulatory Services) -effective use of CCTV across the Borough -Work with Barnet Homes on Environmental & regulatory Enforcement (e.g. noise and pests) and joint Action across Estates	4	4	4	3	12	3	2	Treat	Same
STR13	Community cohesion	Insufficient community engagement and/or participation following national and / or local tensions could lead to anti-social behaviour; breakdown of community cohesion resulting in civil unrest and an increase in hate crime.	Deputy Chief Executive	Assistant Director of Strategy and Communications	Business Continuity	CLL - Celebrating our diverse and strong communities and taking a zero-tolerance approach to hate crime	Working in partnership with the Police to monitor tensions and local issues, and response. Working with the Barnet Multi Faith Forum and Community Together Network to increase engagement with the community. Delivering initiatives to encourage and celebrate cohesion such as Together we are Barnet.	4	4	4	3	12	4	2	Treat	Same
STR03	Funding uncertainty due to economic downturn	A downturn in the economy could lead to financial pressures due to a large proportion of our funding coming from council tax income and business rates income. This could result in a reduction in service quality; non-delivery of the MTFS; and use of reserves.	Director of Finance	Acting Head of Revenues and Benefits	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Analysis of monthly collection performance - Analysis of Housing Benefit and Council Tax Support awards and claims - Contingency and reserves in place to mitigate the short term impact. - Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible.	5	3	4	3	12	4	3	Tolerate	Same
STR15	Declining health of town centres	Changes in the retail sector (e.g. online shopping, inflexible leases, high rents) could lead to a declining health of local town centres (with low business survival rates and high vacancy rates) resulting in a poor quality place; loss of business rates and lack of local physical services; and fewer jobs.	Deputy Chief Executive	Director for Growth	Finance	ARG - Supporting local businesses to thrive	- Dedicated officer in place to engage and support business support activities; dependency on the council is generally limited to maintain a focus on council priorities - Putting in place SPDs and planning instruments to allow for flexibility in town centre developments. - Working with redevelopers north Finchley, bidding for GLA and government grants. Seek funding where possible. work with major landowners to increase football (Cricklewood, Edgware) - Work with Town teams to take responsibility	3	5	3	4	12	3	3	Treat	Same
STR11	Prevention and managing demand	If capacity in the market (private or voluntary) falls this could lead to an unmanageable demand for Adult Social Care services within the current envelope (staffing/financial resources) resulting in a failure to meet statutory duties and additional pressure on staffing and finances.	Executive Director Adults and Health	Assistant Director Communities and Performance	Statutory Duty	A&S -Supporting those with disabilities, older, and vulnerable residents to remain independent and have a good quality of life	-For all contracted services due diligence is undertaken at the start of each contract to ensure quality and sustainability of providers. -Regular contract monitoring is undertaken with providers, with more visits to higher risk providers. There is also a clear provider failure / closure approach to manage closure of homes and safe transition of service users if required. more streamline and better focus on quality. - Working across North Central London to share ideas / learning how quality improvement programmes, including collaborative work with Enfield, Haringey, Camden and Islington councils on residential and nursing care supply, commissioning and quality assurance.. - Ongoing work to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts)	4	4	4	3	12	4	2	Treat	Same
STR12	Relationship with healthcare providers and partner organisations	Ineffective relationships with healthcare providers and partner organisations such as the NHS could lead to an inability to manage demand resulting in a failure to meet statutory duties and safeguarding of vulnerable residents.	Executive Director Adults and Health	Director of Adult Social Care	Statutory Duty	A&S -Integrating health and social care and providing support for those with mental health problems and complex needs	Joint planning and coordination work takes place through the Joint Health and Wellbeing Strategy and other Health and Wellbeing Board work, and at North Central London level through the Sustainability and Transformation Plan process. At the Borough level, there is close working through the joint commissioning unit, the health and wellbeing executive group and the A&E delivery board which actively manage plans to control demand pressures in the early urgent system. ASC operational managers work with the NHS on the daily basis, to manage demand and pressures. Actively monitoring of referral and activity data and any concerns to the Trust. Monitoring sign off of DTOC's across Acute, Community and Mental Health NHS trusts. Work with Barnet CCG has secured additional investment from NHS England to support extra capacity over the Winter.	4	4	4	3	12	4	2	Treat	Same

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STR06	Adults Safeguarding	If council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny.	Executive Director Adults and Health	Director of Adult Social Care	Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	Barnet council & partners has signed up to the multi-London agency procedures safeguarding policies and procedures and adopted across London in Q1 2019/20. These have been updated in Q1 19/20, and represent best practice. - The council has a comprehensive Learning & Development programme for social care practitioner to support high quality safeguarding practice. - quality assurance framework is in place which includes Independent case audit programme, supervision audits and direct observations of staff and self-audits to provide reassurance that practice quality is high and identify areas for improvement. - a quality board meets monthly to review the findings from mechanism in the quality assurance framework and track any improvement actions agreed. - Performance monitoring of safeguarding, happens monthly and quarterly by management team and performance team of Barnet safeguarding adults board. - Monthly reporting to executive director along with ad hoc reporting when necessary with clear roles and responsibilities are in place. - Implementation of the MASH from June 2019 - Professional lead for safeguarding and clear responsibilities for those carrying out safeguarding inquiries through line management and Safeguarding Adults Manager (SAM)	4	4	4	3	12	4	3	Tolerate	Same
STR10	Growth Agenda	Failure to manage the growth agenda could lead to a poor quality of place (physical and social infrastructure) resulting in resident dissatisfaction; lack of community; reduced CIL, New Homes Bonus and Council Tax growth; and lack of economic potential.	Deputy Chief Executive	Director for Growth	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Regular review at GROB (growth, regeneration, operations boards) 2. Scheme by scheme basis, teams will investigate market conditions 3. Active engagement with Building industry to encourage appropriate development in the borough 4. Working closely with community to ensure benefits of growth are widely spread and distributed	5	3	5	2	10	5	2	Tolerate	Same
STR04	Financial Management	If financial management and controls are not sufficient this could lead to budget overspend, non-achievement of MTFS targets and the council not ensuring appropriate administration of public funds resulting in possible financial and reputational losses.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Regular budget monitoring meetings with budget managers - Regular reporting to CMT - Mitigating actions to contain overspends identified and implemented - Achievement of savings tracked and alternative actions indented where not achievable	4	4	3	3	9	2	1	Treat	Same
STR18	Neglecting corporate parenting duty	if the council and its partners neglect to fulfil their duty as Corporate Parents this could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements resulting in an increased gap between children in care/care leavers and their peers in the shorter term and poorer outcomes in the longer term.	Executive Director Children's Services	Executive Director Children's Services	Statutory Duty	CE&S - Improving services for children and young people	-A joint motion by councillors to the Full Council in November 2015 resulted in the Barnet's Pledge for Children in Care and Care Leavers. The Children in Care Council has been refreshed and the advocacy service is active across Family Services. A Children's Services Improvement Action Plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, through the Personal Education Plan (PEP) process. -The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners. -A multi-agency forum, Corporate Parenting Officers Group, has been established to track and monitor planning for children in care and care leavers. -Members at Full Council agreed new arrangements for the Corporate Parenting Advisory Group at its meeting on 6 March 2018.	4	4	3	3	9	3	2	Treat	Same
STR01	Non-delivery of services	Ineffective governance, leadership, management or a weak internal control environment could lead to poor quality or non-delivery of services resulting in dissatisfaction; failure to meet statutory duties or council priorities; potential harm to the public; and legal challenge.	Chief Executive	Head of Programmes, Performance and Risk Head of Internal Audit	Statutory Duty	P&R -Ensuring we have strong financial management to make best use of our limited resources	- Weekly CMT meetings with regular oversight of budgets, performance, risk and audit activity - Regular reporting of budgets, performance and risk to Policy & Resources Committee, Financial Performance & Contracts Committee and Theme Committees - Annual audit of performance and risk management frameworks to ensure compliance - Annual audit plan - Monthly Internal Controls Board (ICB) - Regular reporting of audit activity to Audits committee - Controls to mitigate the associated risk, AG020 -- If audit actions are not implemented this could lead to a deterioration in the council's control environment and result in the Head of Internal Audit providing a Limited Assurance Annual Opinion.'	5	3	3	2	6	2	1	Treat	Same
<b>Service Risks</b>																
<b>Adults and Health</b>																
PH06	Pandemic Influenza type disease outbreak	A Declaration of Pandemic Influenza by the World Health Organisation (WHO) could lead to severe resource and capacity issues for the council and partner agencies resulting in an impact on service delivery and the health protection of residents	Director of Public Health and Prevention	Consultant in Public Health	Statutory Duty	HWBB - Continuing improvements on preventative interventions	Barnet multi-agency pan flu preparedness exercises and plans.	5	4	5	4	20	5	4	Tolerate	Same

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AC001	Increased overspend to meet statutory duties	LBB could have insufficient resources to meet its statutory duties with regard to adult social care due to operating in an environment in which there are on-going funding pressures, uncertainty in future demand for services, increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage. Alternatively, it would lead to a deterioration in the council's overall financial position.	Executive Director Adults and Health		Statutory Duty	A&S -Efficient delivery of statutory duties	The council's budget management process (MTFS) forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year. The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand. There is also a programme of work underway to proactively manage in-year budget pressures.	5	5	5	4	20	3	3	Treat	Same
AC046	Adults Multi-Agency Safeguarding Hub (MASH) Resourcing	Insufficient resource and subject expertise within the MASH due to capacity constraints within service areas, e.g. mental health, strategic partners could lead to the MASH being less effective resulting in the MASH being and unable to effectively safeguard vulnerable adults.	Director of Adult Social Care		Statutory Duty	A&S -Safeguarding adults at risk of abuse and neglect	The Adults MASH has been established with the use of existing staff and expertise forming the basis of the MASH. It is recognised that the MASH will operate within the context of resource constraints across teams and partners but both physical and virtual arrangements have been established to ensure the process is effective and vulnerable adults are safeguarded. Management of staffing levels and resource requirement will be monitored closely and in response to increasing volume of referrals additional staffing resource is being implemented. A dedicated MASH team consisting of 1 Team Manager, 1 lead practitioner and 3 full time social workers will be established from 14 Nov. From the w/c 14 Oct there is additional resource within the MASH from other teams to support the management of incoming referrals.	5	5	3	5	15	1	2	Treat	Same
<b>Assurance</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	Head of Internal Audit	Statutory Duty	P&R - Being resilient as a local authority	Audit actions are recorded within Barnet Performs and discussed at monthly Contract Monitoring meetings (CSG and Re) to encourage implementation - Auditees are emailed asking for updates / evidence in advance of quarterly reporting to Audit Committee - Monthly Internal Controls Board (ICB) when officers are asked for updates against their actions and challenged if progress not made - Attendance required at Audit Committee if not implemented - Audit actions are agreed with auditees (as opposed to audit recommendations with management responses) to improve clarity over what is expected in order for audit to assess as implemented - Internal Audit Manager role created, key aspect of role will be to manage the follow-ups process including new approach to following up Mediums, launched November 2019 (approved by Audit Committee in Oct '19)	4	5	4	4	16	4	3	Treat	Same
<b>Finance</b>																
FIN002	Implementation of 2019/20 savings	If the savings identified for 19/20 are not fully implemented this could lead to non-achievement of MTFS targets and an overspend on the revenue budget resulting in an impact on services and financial consequences for the council	Director of Finance	Executive Directors, including DCE Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Monthly budget monitoring - Budget setting process validating savings	5	5	5	4	20	4	2	Treat	Same
FIN001	Impact of uncertainty on Finances	The uncertainty of the national and regional political landscape, legislative changes and local government funding could lead to changes that affect council services and as a result in a further reduction of the multi-year budget	Director of Finance	Director of Finance Deputy Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-Contingency and reserves in place to mitigate the short term impact. -Undertake forward planning, regularly updating budget assumptions and monitoring the Government's fiscal announcements. However, also maintain flexibility within existing plans to instigate recruitment freezes in non-frontline services whilst long term plans are being put into place. -Maintain good contacts with Central Government to remain as informed as possible. - Transparent and critical analysis of savings delivery to be incorporated into monthly budget monitoring reports. - Budget holder sign offs of budgets and regulations	5	4	5	3	15	4	2	Treat	Same
FIN003	Financial Controls	If there are ineffective internal controls, governance arrangements, or policies and procedures this could increase the risk of the council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in possible financial and reputational loss.	Director of Finance	Assistant Director of Finance	Finance	P&R -Ensuring we have strong financial management to make best use of our limited resources	-A thorough review of internal controls has been independently completed by Grant Thornton. The action plan that has been developed is in the process of being tested post implementation	5	5	5	3	15	5	1	Treat	Same
<b>Growth and Corporate Services</b>																
G&C065	Consolidation of Street Scene services in the East of the borough	If the council are unable to acquire the GBN Services site this could lead to insufficient space for operations at Oakleigh Road Depot resulting in an impact in the delivery of services.	Director of Growth	Head of Property and Asset management	Finance	ARG - Efficient and cost-effective asset management	1. LBB is working closely with Network Rail on the negotiations. 2. co-ordination between all parties to ensure a consistent approach and ensure all plans work together at the depot.	5	5	4	4	16	3	2	Treat	New
<b>Environment</b>																
TS013	Passenger Transport Services move	The Passenger transport service (PTS) vehicles will no longer be able to be located at North London Business Park past June 2020, this is due to the council re-locating to Colindale. If vehicles are not moved this will lead to disruption to the Home to School transport service for Special Education Need children in and out of borough, and this will result in increase costs and potential services disruptions.	Street Scene Director	Head of Fleet and Transport	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Depot move project are currently working on space planning exercise for Watling Carpark and Watling Market combine site. There are 2 other sites being considered as a back up, if Watling Carpark proves to be insufficient space.	5	5	5	4	20	4	3	Treat	Same

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SS020	Remedial work at the depot	Remedial works are required the Oakleigh Road depot this is resulting in service disruption which is estimated for up to 9 months, this could also result in increased resident dis-satisfaction.	Street Scene Director	Assistant Director	Business Continuity	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. There is a weekly review meeting taking place with the contractor and the updates are provided to the steering group chaired by the Chief Executive. 2. Regular staff briefings	5	5	4	5	20	5	3	Treat	Same
SS018	Challenge to recruitment and retention	The challenge of recruiting and retaining the right people for the right roles particularly within the transport workshop, refuse loaders and HGV drivers, this could lead to low staff morale and reduction in quality of service resulting on the council not meeting the agency objectives and an increase on financial impact	Street Scene Director	Assistant Director	Staffing and Culture	ENV - Getting Barnet clean through efficient street cleaning services, minimising and recycling waste, and weekly bin collections	1. Utilising multiple markets 2. Channels for recruitment.	4	4	4	4	16	2	2	Treat	Same
PI011	Winter Service	The relocating of the gritting depot from Barnet to Harrow could lead to the service being less reactive in terms of speed of response which could result in the service struggling to deliver the instructed gritting actions in appropriate timescales and thereby increasing the risk of the Public Highway not being kept safe (free from the dangers of ice and snow)	Executive Director Environment	Head for Network and Infrastructure	Business Continuity	ENV - Keeping the borough moving, including improvements to roads and pavements	1. Contingency site found (at Gateway Services - Highways England site)and implemented. 2. Legal Agreement has been signed by Highways England granting the free use of the Gateway Services site to reload up to four of the Barnet gritting vehicles in times of snow. 3. Information supplied to the Property Team on the Service depot requirements - this is now in the hands of the Property Team to find a suitable site and is ongoing. A possible site at Mays lane has been explored but it has been identified that it would not be possible to achieve planning permission for this site, so the search continues. 4. Lessons learnt exercise from the 2018/19 gritting season and the review of the Winter Service Plan needs to be undertaken by Regional Enterprise and the plan suitably updated well in advance of the 19/20 winter gritting season due to commence at the end of October 2019. 5. Put arrangements in place to store up to 400T of salt in the Oakleigh Depot as a further contingency measure and order the salt prior to the commencement of the winter season and replenish throughout the season.	5	4	5	3	15	5	2	Treat	Reduced
<b>Customer Support Group</b>																
CSG 55	Poor delivery of pension service by administration team	Poor management of pension administration resulting in scheme members experience delay in receiving benefits and have a poor quality customer experience reputational damage to the councils and potential enforcement actions by the regulator which could lead to financial loss to the council.	Director of Finance	HR Pension CSG lead	Finance	P&R - Ensuring we have strong financial management to make best use of our limited resources	Review and 'Monitor Pension service CSG and scrutiny by the pension board on a quarterly basis. Contractual remedy where appropriate. -Monthly update meetings to measure progress against service improvement plans.	4	5	4	4	16	2	2	Treat	Increased
<b>Re</b>																
OP27	Affordability of the Thames Link project	If the Thameslink project becomes unaffordable, this could lead to uncertainty of the Thameslink project resulting in the council potentially having to increase its funding of the project/or non completion of the project altogether.	Deputy Chief Executive (LBB)	(Operations Director, RE)	Finance	ARG - Responsible delivery of our major regeneration schemes to create better places to live and work, whilst protecting and enhancing the borough	1. Governance board has 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	Increased